



**A COMPARATIVE EXPLORATION OF PERFORMANCE
MANAGEMENT PRACTICES IN MULTINATIONAL SUBSIDIARIES
AND FAMILY-OWNED-RUN DOMESTIC ORGANIZATIONS IN
PAKISTAN**

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PhD Thesis

Submitted in Partial Fulfillment of the Requirements of the

Degree for Doctor of Philosophy, Nov 2023

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List of Abbreviations

Acronyms	Abbreviations
C-D	Convergence/Divergence
CFA	Confirmatory Factor Analysis
CLF	Common Latent Factor Test
CMV	Common Method Variance
COMPA	Compensation and Benefit Equity
COMPB	Compensation and Benefit Decision
DV	Dependent Variable
EFA	Exploratory Factor Analysis
FB	Performance Feedback
HPWP	High Performing Work Practices
HPWS	High Performing Work Systems
HRD	Human Resource Department
HRM	Human Resource Management
IV	Independent Variable
KPI	Key Performance Indicators
MGA	Multigroup Analysis
MNCs	Multinational Companies Subsidiaries
OB	Organizational Behavior
OCB	Organisational Culture and Behaviours
OCT	Organisational Culture and Trust
PA	Performance Appraisal
PERAPPR	Performance Appraisal
PERIMP	Performance Accountability
PLCs	Family-Owned-Run Companies
PM	Performance Management
PMS	Performance Management Practices
SEM	Structural Equation Modelling
TD	Career Development
WPMP	Western Performance Management Practices

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ABSTRACT

This research explores performance management (PM) practices in multinational companies (MNCs) and family-owned-run (PLCs) organisations in Pakistan. The overarching aim of the research is to discover how and why each set of organisations might converge or diverge from Western PM practices.

One main research question and three sub-questions guided the study:

RQ: What current practices, processes and challenges shape the existing PM systems in Pakistan based MNCs and PLCs

- Which factors lead to the convergence of PM practices in Pakistan?
- Which organizations are more likely to converge than others within investigated organizations?
- What challenges do Pakistani organisations face as they shape their PM?

The study used mixed method convergent triangulation to combine quantitative and qualitative research methods. Participants in selected MNC and PLC organizations (n=1039) were provided with a self-administered questionnaire. The resultant quantitative data was analysed using structural equation modelling. Then 33 in-depth qualitative interviews were conducted with senior HR leaders and HR professionals from MNCs and PLCs. The interview data was analysed using thematic analysis.

Findings show that PM outcomes varied between the two groups depending on, first, the way in which the practices were implemented and second, what particular challenges were that faced the organisations. The data demonstrated that feudal mindsets, cultural nepotism, lack of PM governance transparency and an inclination to adopt western PM best practices without understanding local norms while addressing these challenges significantly influenced the way in which MNCs and PLCs practiced PM.

The research contributes to debates about PM in several ways. First, it shows that adopting a mixed-method approach can help identify areas of PM that have been overlooked in the literature. Second, the research contributes to an area of literature, namely the convergence and divergence of PM practices in developing countries. The study's third addition is its emphasis on the importance of company culture in fostering an environment where performance management is

valued and implemented. The research looked at the influence of regional factors in PMS practices, considering both positive and negative internal forces. This not only helps us identify the organisational PMS drivers and derailers, but also helps us prioritize and compare the anticipated effect of PMS.

The fourth and final contribution of this research is the way in which it can be easily adapted as a tool to support HR managers in Pakistan as they choose to develop their PM strategies towards a transparent and accountable PM system.

The study aims to construct a conceptual model that outlines the relationship between performance management practices and regional performance culture. By examining how implementation practices influence an organization's understanding of performance management, the study provides insights into how organizations can effectively utilize performance management practices to achieve their objectives.

The research shows that there is a need for future studies that explores that way in which culture, nepotism, employee engagement, personal networks, and other influencing components operate as a mediator between PM and employee dedication to the organisation.

1. CHAPTER ONE: INTRODUCTION

1.1. Introduction

This chapter presents the framework of the research study. It provides the background to the research, its goals and objectives, main research questions followed by the motivation for the research.

The structure of the research comprises of following chapters:

Chapter One: Introduction - The primary goal of this chapter is to offer a clear and concise overview of the research. It achieves this by introducing the study, providing details on the research background, rationale, research aim, research objectives, and research questions.

Chapter Two: Literature Review - This chapter provides a comprehensive review of the literature and current debates in the field which include: the various definitions of performance management (PM), performance management (PM) frameworks, models and underlying theories on performance management, convergence and divergence of practices. It also highlights underlying components, process, benefits and challenges in performance management. Followed by the review of literature on cultural assessment of Pakistani society and review of the convergence divergence debate of performance management practices in the context of Pakistan.

Chapter Three: Research Methodology - This chapter discusses research methodology and design. It includes justification of the selected research paradigm and the study's underlying philosophy, as well as research approach, research strategy, and collection of data process.

Chapter Four: Quantitative findings and Analysis – This chapter present the quantitative research findings and data collected from study of selected MNC and PLC organisations in Pakistan. This included data analysis from self-assessment questionnaire adopting structured equation modelling to respond to hypothesis developed in chapter two. The findings are analysed and discussed to discover quantitative themes, and patterns to address the research questions.

Chapter Five: Qualitative findings and Analysis – This chapter present the qualitative research findings and data collected from study of selected MNC and PLC organisations in Pakistan. This included data analysis from semi-structured interviews. The findings are analysed and discussed to discover qualitative themes, and patterns, to address the main research questions.

Chapter Six: Discussion, conclusion and limitations - This chapter presents an in-depth analysis and discussion quantitative and qualitative results. The results are linked with literature, to investigate and establish similarities or contrasts with existing theoretical propositions. It also outlines the conclusions derived from the findings linking them to the research questions. The originality of the study and the resulting contributions of the research in theoretical, methodological and practical terms are presented. With due regard to its limitations, recommendations are made for areas of further research.

1.2. Research Background

As a result of globalization, organisations have become highly competitive with fierce competition for profitability and talent (Aguinis et al., 2019; Kaufman, 2016) . As organizations struggle to stay competitive, they need to find ways to increase employee performance and efficiency through structured and transparent tools (Kaufman, 2016). PM is regarded as a valuable organizational tool for organizational alignment, growth, process improvement, and survival in an ever-changing business environment within the context of Human Resource Management (HRM) (Morley et al., 2021; Budhwar et al., 2020; Pulakos et al., 2019a).

According to DeNisi et al., (2021), PM encompasses various practices employed by organizations to enhance employee performance. This process involves three interconnected activities: setting goals, assessing goal achievement, and providing feedback on performance, as noted by Kuvaas et al., (2014). To establish a PM system, it is necessary to define the objectives of setting performance criteria, choose assessment methods, establish a frequency of assessment, and select an evaluator, as per the process requirements (Briscoe and Claus, 2008). Additionally, PM is a continuous process of identifying, measuring, and developing the performance of individuals, teams and aligning performance with the strategic goals and values of the organization (Aguinis, Gottfredson, et al., 2012).

PM is generally located within the field of HRM which comprises organizational practices, policies, and systems related to the management of employees (Bowen and Ostroff, 2016). It consists of high performing work systems (HPWS) and processes, (Guthrie et al., 2009) and the literature shows that like, coaching, talent acquisition, compensation and rewards, career development, succession planning, and employee engagement, PM is understood as a high-

performance work practice (Ramdani et al., 2013 & Guthrie et al., 2009). In an increasingly fierce competitive environment, PMS are critical to corporate development and evaluation approaches for PM are becoming considerably complex (Yahiaoui et al., 2021; Meyers, 2020).

Within the HRM field there are multiple definitions of the practice of PM. According to Armstrong (2006), a common understanding is that PM is a structured system that facilitates the management of employee and team in organizations. Sikora and Ferris (2014) argue that PM systems refer to a series of operating systems and methods for the PM of enterprises, and it has been valued for improving the performance of individuals and organizations.

PM is a corporate management technique that assists managers in monitoring and evaluating employee performance. Denisi and Murphy (2017) define PM as a set of activities organizations conduct to improve the performance of individuals and organisations. A number of activities are included in this definition, including setting corporate, departmental, team and individual objectives, establishing appraisal systems and reward strategies, planning training and developing individual career plans (Hafsa Shaukat et al., 2015; Bouskila-Yam and Kluger, 2011a).

PM helps organizations to provide a collective understanding of what needs to be accomplished, how it will be achieved, and who is responsible. Furthermore, this is also a system for developing people to contribute to an organization's growth and progress (Aguinis and Burgi-Tian, 2020a; Aguinis, Gottfredson, et al., 2012). Organizations aim to reach a higher level of performance is mainly driven by competition and bottom-line business results (Obeidat et al., 2016) but these ideas are by no means new. For example, Froese et al., (2020) & Toppo and Prusty, (2012), argue that the Chinese have been utilizing PM systems since the third century.

The global expansion of multinational corporations (MNCs) is influenced by market competitiveness, as seen from the perspective of international HRM (Kaufman, 2015; Sparrow et al., 2014; Sparrow, 2007). In this context, recent debates have focused on the convergence or divergence of Western-influenced HRM practices, including PM (Cooke, Liu, et al., 2019; Kaufman, 2015; Sparrow, 2007). For example, Clinton and Guest, (2013) has questioned the value of transferring HR practices from parent companies to subsidiaries located outside of the Western hemisphere. While a handful of studies have explored performance management in an international context, largely based on Anglo-Saxon sources (Marchington and Grugulis, 2000a; Guest, 1997), few have explored it in an international setting (Varma and Budhwar, 2015) and there is a

particular dearth of literature on HRM and PM in South and Southeast Asia, especially Pakistan (Budhwar et al., 2016; Ahmad and Allen, 2019). In South Asian developing countries like Pakistan most large and medium size businesses are owned and managed by influential families. Therefore, it is necessary to understand how PLC organisation's HRM and PM practices compare with those of MNC's. (Chiang et al., 2017; Budhwar et al., 2016).

This research investigates factors influencing the adoption of Western PM practices in Pakistan amongst MNC subsidiaries located in Pakistan and Pakistani PLCs. A convergence in management systems occurs when different practices come together over time, and divergence occurs when they move away from each other (Zhu and Warner, 2019; Rowley, 2017). One argument is that the lack of understanding of local culture, norms and institutional know-how in make it difficult for businesses to implement Western best practices (Vaiman and Brewster, 2015).

HRM and on the whole, PM practices in Pakistan appear to have been heavily influenced by Western HR practices (Khilji and Rowley, 2013). Khilji, (2003) argue that, as a result of pre- and post-1947 independence from the British, the Pakistani socio-political and economic environment has, in fact, been heavily affected by Western management practices, notably British and American influences. In South Asian and Pakistani markets, HRM is still in its infancy of evolvement and maturity as a practice and a field of study (Khilji and Rao, 2013 and Khilji et al., 2010) . Furthermore, there is a lack of literature that specifically examines the practices of PM and critically evaluates the challenges of implementing and executing these practices in the context of multinational corporations and family-owned businesses in Pakistan. PM practices in MNCs and PLCs) in Pakistan are being utilised as the sample for this research for four reasons. First, with globalisation and cost effectiveness pressures, MNCs have become prevalent and common in developing economies such as Pakistan, and it is these MNCs that influence human resources and performance management practices in local businesses, including family-owned PLCs. Performance management in MNC subsidiaries and PLCs is extremely complex due to context-specificity, culture-bound, and multiple dimensions (Budhwar et al., 2020; Rao, 2013). The diversity of cultures, rapid changes in the economic environment, and technological revolutions make it challenging for organizations in developing countries like Pakistan to develop an effective PMS (Varma et al., 2008). As a result, understanding Pakistan's context makes it possible to examine factors affecting PMS more effectively. The second reason is that scholars, such as Ahmad, Allen, Raziq, et al., (2019) and Khilji and Keilson, (2014) have argued that while

designing PMS, local norms and challenges should be considered. Socioeconomic, political, and cultural factors play a significant role in their effectiveness. Thirdly, a number of scholars agree that studies conducted in Anglo-Saxon contexts may not suffice to understand employee behaviours, engagement, motivation and have called for research with local contexts (Chaudhry, 2013; Hetrick, 2002) in developing countries (Absar et al., 2012). Finally, a study of MNC and family-owned organization in Pakistan is yet to be conducted concerning human resources practices and performance management.

This introductory section presented a brief overview of the proposed study, highlighted the research setting, and identified the major debates in the field of HRM and PM convergence and divergence. The following section explores of the significance of the field of study in Pakistan.

1.3. Exploring PM in the Pakistani context

For any organization to stay competitive in the highly challenging and competitive global market, there must be sufficient and adequate investment in employee career development, capability enhancement, and employee value proposition (Ulrich and Dulebohn, 2015). Scholars have argued over recent decades that employees are the most valuable resource of an organization (Su et al., 2018; Albrecht et al., 2015b; Truss et al., 2013) . However, in the context of non-Western countries, there are still considerable doubts about the usefulness of adopting Western PM approaches over an approach to that is best suited to the local situation (Khilji, 2013a; Irfan et al., 2009). The importance of local norms and institutional context are vital considerations in the question of whether to adopt or not, Western influenced HR practices (Mishra and Sohani, 2020).

In addition, cultural and institutional differences such as religious, historic, geo-political, Western-influenced PM practices have been found not entirely relevant for Asia, the Asia Pacific, and Far East Asian countries (Al Amri et al., 2016; Budhwar et al., 2016a; Cooke, 2009). Therefore, managing, adopting, and understanding cultural differences, values, implementation challenges and local norms is essential and should not be overlooked (Nadeem et al., 2018). Furthermore, there is a lack of methodical investigations and academic research covering PM challenges from cultural, process and implementation perspectives in South Asia, Southeast Asia and Middle Eastern countries (Do et al., 2020; Sek Khin and Kaur, 2016). Among the most important topics of debate in Pakistan is the way international HRM, especially PM best practices, are viewed (Ahmad and Allen, 2015; Awan et al., 2020; Khilji, Zeidman, et al., 2010). The way performance

is managed in this context is less explored, despite its unique geopolitical location and proximity to global markets. This is true not just of subsidiaries of multinational corporations headquartered in the West but also of local family-owned-run businesses.

Exploring PM systems and practices in MNC's and PLC's is critical because both types of organisations are vital for the socio-economic development and creating employment opportunities of educated youth of Pakistan. This becomes even more crucial with major MNCs either establishing or outsourcing parts of their business operations into developing countries like Pakistan, India, Sri Lanka and Bangladesh (Adham and Hammer, 2019; Al Ariss and Sidani, 2016a; Murray, 2013).

Acceptance of Human Resource Management practices (HRM) as an integral part of an organisation's capability building has still not been recognized in Pakistan, Zubair and Khan (2014) argued. Additionally, for organizations to survive, a continuous process must be integrated with PM in order to improve performance of the organization (Zubair and Khan, 2014). There are inherent problems in Pakistan with the management of performance using the current practice as the incumbents suffer promotion to the higher grades on the ground of inadequate performance (Bibi et al., 2021). Hence, PM is an important area of further research to be analyzed critically in order to address challenges in effective implementation (Ali and Brandl, 2017). Organizations in Pakistan view PMS as something sacred for which information is reluctantly shared with the researchers. According to Awan et al., (2020), a comprehensive PMS model including the perception of fairness as a mandatory part, may be introduced for employees' enhanced work engagement and task/contextual performance (Awan et al., 2020). According to Ali and Brandl (2017), it is crucial to re-evaluate the value system, priorities, worker demands, and managerial assumptions to gain a fresh perspective. By giving greater emphasis to contextualization, a better comprehension of the reasons behind HRM including PM practices in Pakistan can be achieved. The authors suggest that HRM is an emerging research area in developing countries and that future studies should concentrate on exploring how modern standards and practices are being adopted in Pakistan, and to what extent. Consequently, it appears there is a considerable gap in terms of understanding knowledge concerning effectiveness, design, implementation and challenges of performance management PM in developing countries, as effective implementation of PM has been proven to improve the business performance of Western organisations. (Rhodes et al., 2008; Marchington and Grugulis, 2000a).

According to Adler et al., (2016) and Schleicher et al., (2018a), have observed that Performance Appraisal (PA), which was extensively utilised prior to the introduction of all-inclusive Performance Management (PM), has received increased attention and research in recent years. Similarly, in Pakistan, scholars have primarily concentrated research with narrow focus on Performance Appraisal (PA) and its measurement, instead of taking a more comprehensive approach to Performance Management (PM) systems, as discussed by Malik and Chishti, (2018) and Khurshid et al., (2017). However, there is a pressing need to shift the focus towards PM, which encompasses both employee measurement and management, along with employee appraisal, as an all-inclusive process for developing countries.

According to Dutta et al., (2021), there is an absence of research on challenges faced in the implementation of holistic Performance Management (PM) system. This dearth of empirical research is especially prevalent in developing countries. In addition, as noted by Sakikawa et al., (2017), there are few studies on the concept and difficulties of PM, indicating the need for additional research. Considering the absence of literature on PM influences, elements and challenges, the authors suggested that additional research in this area could improve their probability of a successful PM implementation. Therefore, strengthening the call for further research.

Chaudhry, et al. (2020) argue that it is extremely beneficial to identify and recognize common elements of PM success and recognize patterns in variations of PM implementation. As a result, this research project contributes to the body of knowledge in that area and to extend existing PM theories to Pakistan. Empirical and theoretical limitations point to the need for further research in these areas and given the accompanying need for more research within developing countries, this study is conducted in selected PLCs and MNC companies. The research seeks to bridge the gap in two ways:

- By looking at Western PM implementation processes in Pakistan and the impact on PLCs and MNCs organisations in Pakistan, which has not been the focus of previous studies.
- By identifying and examining the challenges in PMS implementation in family owned and MNC organisations in Pakistan.

1.4. Research Aim, Objectives, and Questions

1.4.1. Research Aim and Objectives

This research investigates the practices of performance management (PM) in selected multinational (MNCs) and local family-owned-run (PLCs) organisations in Pakistan. This research explores the dynamics of Performance Management in selected multinational and domestic organizations in Pakistan, to explore whether Western practices converge or diverge with those utilized in multinational and local organisations.

The objective of this study is to add value to the understanding of international HRM literature by exploring, evaluating, and assessing the degree to which performance management practices in the Pakistani context converge or diverge from western based MNCs practices.

1.4.2. Research Questions

Main Question:

- What current practices, processes and challenges shape the existing performance management systems in multinational (MNCs) and local family-owned-run organisations in Pakistan?

Sub-questions:

- a) What factors lead to the convergence of performance management practices in Pakistan?
- b) Which organizations are more likely to converge than others in Pakistan?
- c) What are the main challenges that organisations face as they implement performance management practices in Pakistan?

1.5. Chapter Summary

This chapter has provided an insight into the research study, emphasizing the motivations why this study is valuable for MNC and Family run businesses. It has also presented the research aim, objectives and questions, and the appropriate data collection method. Furthermore, this study investigated the potential additions it may make to the current body of knowledge and has provided an explanation of the thesis structure.

2. CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This literature review is divided into four sections. The first section discusses the literature on the conceptualization and definitions of PM, its evolution and development over the years, link between human resources, PM and organisations performance, existing performance management models and theories as well as the key components shaping performance management. In addition, performance management is discussed in the global context and its significance to organization's operational and strategic goals. Furthermore, literature relating to human resources management best practice or best fit approach, reasons, benefits and implementation challenges are also explored. The second section reviews the literature on underlying performance management, convergence divergence theories. The next section explores the literature on performance management practices at local family-owned companies and multinational corporations. This is followed by discussion of how performance management, converge/diverge. Furthermore, literature on performance management (PMS) practices convergence and or divergence in the non-western Pakistani context with cultural similarities, dissimilarities and issues that have arisen over time, are explored. The last section review hypothesis developed followed by chapter summary.

2.2. Conceptualization and definitions of Performance Management

When it comes to the administration of human resources, performance management is often considered to be a crucial component of HR Strategy. The importance of understanding its significance and influence on individual and organizational performance is essential (Tseng and Levy, 2019; Aguinis et al., 2013). Aguinis et al. (2012) and Mueller-Hanson and Pulakos (2015) argue that performance management (PM) is an indispensable aspect of organizational strategy. Therefore, it is imperative to discuss and explain performance management (PM) in detail.

According to Aguinis (2009), performance management (PM) is the ongoing procedure of locating, assessing, and developing personnel and coordinating their efforts to achieve organisational objectives. Similarly, Armstrong, (2017) defined performance management as the process that leads to improved leadership of people and teams for the benefit of the organisation.

Toppo and Prusty (2012) argued that the word "performance management" encompasses any and all procedures used to evaluate workers, groups, and the company as a whole.

In addition, DeNisi and Smith (2014) argue that performance management (PM) needs to include multiple aspects of human resource processes and practices that provide team members with the resources, incentives, and opportunities that can assist them boost organisational performance. These overly inclusive descriptions go counter to what is generally understood to be the scope of performance management (Armstrong, 2017; Aguinis, 2013), and more crucially, they fail to provide any meaningful boundaries between performance management and other HR practices. Understanding these definitions is critical because from these pivotal research's, the authors identified widely used concepts and components of performance management.

Performance management (PM) has been a significant area for research and practice over decades, (Levy et al., 2017). Furthermore, Pulakos et al., (2019) highlighted that, performance management (PM) has been subject to more debate, change, and emotion than any other talent management system (within HRM), with organisations implementing practices either formally or informally, due to continuous competitive economic pressures.

The literature shows that performance management has undergone a considerable amount of criticism, change and rethinking (Lawler 2017). Critics like Buckingham and Goodall, (2015) and Lawler, (2012) based on systematic analysis of literature, questioned usefulness and relevance of performance management. However, Pulakos et al., (2019) defended the value add contribution of PM based on detailed survey study of US market. They argued that creating effective performance management includes communicating performance expectations frequently; providing performance feedback in real time, and assisting employees to develop skills, getting rid of PM is not the solution.

Brown et al., (2019) noted the gap between PM literature that emphasizes the process element of PM, such as performance appraisal (PA). They argue that academics and HR professionals should move away from narrower area of PA and focus strategically on the broader area of PM. Purcell et al (2003) also argue conducted research on a sample of twelve companies across multiple businesses in the United Kingdom that were recognised for their superior human resource management and were working to strengthen the correlation between people management and business success. In order to monitor shifts in perspective, we collected this information four times

during a 2.5-year period. They conclude that the relationships between individuals and managers play a vital role in affecting employees' motivations and that performance management is a significant process impacting outcomes. Additionally, they argue that unless performance management practices are effectively championed by line managers and supervisors with skills essential for motivating and engaging employees, any such strategy or initiative will be pointless and that an organization requires a comprehensible aspiration and direction in order to engage employees. Sparrow, (2008) conducted a historic review of UK based PM practices and explored that exists a strong relationship between performance management and organizational output when linking strategic goals and objectives to employee achievements. He also emphasized that the key drivers to this alignment are open and candid communication between individuals and respective managers based on trust, employee engagement, and strategic goal alignment. The argument that performance management strategies and processes that are aligned with strategic objectives and initiatives to ensure a higher level of employee commitment and dedication was strengthened by Denisi and Murphy's (2017) based on meta analysis of published reasearach comparing PA performance appraisal and PM.

PM is more than an organisational practice or activity aimed at measuring and adjusting the performance of employees, argued Denisi and Murphy, (2017) and Mondy, et, al (2002). According to these scholars, it is an organized process that involves collaboration between managers and employees to establish performance expectations, evaluate performance, and recognize and reward performance achievement with the ultimate purpose of improving employee performance and positively affecting organizational success.

Similarly, building on Armstrong and Baron, (2005), Claus and Briscoe, (2009) argued that PM allows organizations to establish performance goals and principles, allocate and assess output, verify training needs, and allocate incentives. Additionally, Lawler and Boudreau, (2015) discussed and brought cultural context into PM and argued that performance management practices as a way to align organizational culture, values, and business strategy with how well employees do their jobs. Ashdown, (2014) suggested that correlated performance objectives are critical drivers in generating collective focus toward individual growth and organizational output. While the practice of PM allows organizations to establish performance goals and principles, allocate incentives, and align organizational culture and business strategy with employee performance, there are also potential downsides to consider. These downsides include creating

unnecessary stress for employees, fostering a competitive culture, and neglecting other important aspects of the job. Therefore, it is important to approach PM with caution and carefully consider its potential drawbacks.

Crawshaw et al., (2012) argue that highly skilled employees are the key to prosperity and survival in the globalized business environment. Important to note that their study was limited to UK financial services institutions employing quantitative survey questionnaires. The study of PM by Werner and Nel, (2014) asserts that it could serve as a bridge linking Human Resource Management (HRM) to Human Resource Development (HRD). In Human Resources Management (HRM), appraising employees is the core function and for HRD, the key lies in enhancing individual and organisational performance. The author claims that PM is an extremely critical component of overall organizational performance strategy, which requires focusing on the bigger picture holistically rather than a narrow field of performance appraisal (PA). In contrast however, it is challenging to define performance management in a simplistic manner since some academics define performance management as everything that has to do with managing employees.

The lack of agreement about the description of performance management was highlighted by Schleicher et al., (2018). As part of their discussion of performance management, these scholars took a different approach. Their research employed Aguinis, (2013); Kinicki et al., (2013); Kuvass, (2007); Nadler and Tushman, (1980) and proposed a workflow of PM. However, Schleicher et al., (2018a) advocated using the word performance added to each step of performance management (PM) process, in particular for the purpose of distinguishing performance management (PM) from the more general field of human resource management. Despite the contributions of this study (Schleicher et al., 2018a) to the development of performance management in keeping up with changing times and closer to the business reality of today, more research is necessary before PM is a simple and easy-to-use process for organizations.

This section explored the different definitions of the term PM and explored arguments about its validity as a standalone concept in the field of HRM. The next section looks from a historical perspective at the evolution of PM over time.

2.3. History and Evolution of Performance management

In this section the author highlighted a variety of PM definitions and the argument that PM and has matured to strategic PM due to economic and competitive pressures (Schleicher et al., 2018). However, the literature shows that PM practices have evolved over last four decades from an HR-owned and designed process to one that is owned and implemented by line management, facilitating alignment of business objectives with individual deliverables (Becker et al., 2001; Guest, 2011; Sparrow et al., 2012).

The argument that PM is in fact an ancient practice is made by Wiese and Buckley, (1998) who look to the bible for evidence that individual performance was measured. According to Khan and Rasheed (2015), Islam clarifies performance assessment with the “Quran” and the teachings of the Prophet Mohammad (300 AD). They found that standardizing scope revealed contractual arrangements, self-responsibility, and a control mechanism for performance assessment. In addition, Waren (1995) cites Chinese Dynasties such as the Han dynasty, 206 BC-220 AD, utilizing assessment and evaluation systems, such as merit exams for selection and promotion decisions, with emperors of the Wei Dynasty using "Imperial Raters" for rating the performance of members of the official families in the early third century AD.

As Hackett (1928) notes, Dublin legislators were evaluated based on personal characteristics in the 1600s. According to Wren (1994), Robert Owen implemented silent observers in Scottish cotton mills in the early 1800s, which led to the beginning of performance appraisals in the industrial sector. In the late 1800s, the United States Federal Civil Service began issuing efficacy scores, that have since been adopted by the government. (Wiese and Buckley, 1998). For the first time, the US Army implemented a "Man-to-man" rating system for evaluating military personnel during the First World War (Oberg, 1972). With the emergence of scientific management theories in the early 20th century, a greater emphasis was placed on productivity, and ratings were used to motivate productivity (Grote, 1996; Murphy and Cleveland, 1995). While performance rating and evaluation systems were still in development stages, the process and system were widely criticized for being highly subjective, a waste of time, not very useful for providing feedback, and focusing on past actions rather than the future, as Murphy & Cleveland (1995) and Wiese & Buckley (1998) highlight. This criticism continues to follow performance appraisal and performance management process from 20th into the 21st century (Cappelli, 2015a).

The argument suggests that Performance Management (PM) practices originated in the West due to significant societal changes and legislative measures in United States of America and United Kingdom. Historically, civil rights movement played a substantial part in lawmaking in the west in the 1950s and 1960s. This results in the identification of racial inequalities in organizations and the need for more rigorous evaluation practices. The implementation of the US Civil Rights Act of 1964 and subsequent anti-discrimination laws in employment practices has resulted in the development of rating formats that emphasise job-relevant factors and seek to reduce bias. (Dunnette 1963, Guion 1961). As a result, managers are more likely to be able to correlate their assessments of performance by staff members to the appropriate rating level objectively. (Blanz and Ghiselli, 1972; Latham and Saari, 1979). The next phase of evolution witnessed different versions of behavioral performance rating formats. However, Landy and Farr (1980) challenged, argued and questioned system objectivity while criticizing that any performance rating format was substantially more accurate or less biased than any other, (Saal and Landy, 1977). This shows that more research was needed in order to determine the most accurate and unbiased way to rate performance, rather than assuming that any one particular rating format was inherently superior.

When self-appraisal by discussion was developed in the US 1960s, appraisees were given specific opportunities and time to reflect on their performance within the discussion (Appelbaum et al., 2011). The old-style interview evolved into a broader dialogue about a range of topics that the appraiser would like to seek explanation on and to debate. In the 1990's an important process i.e. a 360-degree appraisal method was developed, which gathered feedback from multiple sources independent of the manager-subordinate power relationship in an attempt to address individual manager bias (Redman and Snape, 1992). However, this can put pressure on colleagues to critique team members performance. The author argued applicability of this US centric approach as a best practice in UK.

Armstrong, (2017) claims that the phrase "performance management" (PM) was originated in the 1970s, but that the concept didn't take off as a unique approach to managing work in the United States until the early 1980s. Similarly, Denisi and Murphy, (2017) conducted a comprehensive literature assessment of a century's worth of research on performance appraisal (PA) and performance management (PM) and discovered that the former has received much more attention than the latter. The authors also contend that the importance given to PM as a holistic approach is as recent as forty years, resulting in research and debate. These researchers have examined the

effects of several performance management strategies on individuals, including feedback, goal setting, and incentive compensation. Even though many aspects of performance management have been advanced, the lack of reliable empirical data hinders researchers and practitioners from understanding the method's efficacy Denisi and Murphy, (2017) claimed. In addition Aguinis et al., (2013) and Bartram et al., (2019) also concurred that the term “performance management” is much more recent, and so there is much less history to describe.

In the early 1980s, the forced distribution technique (bell curve method) became a widely used grading methodology, Pulakos et al., (2019). Although the system does classify workers according to their performance relative to their colleagues, questions have been raised about the system's objectivity, impartiality, and accuracy. Calibration techniques have been used by organisations to alleviate these worries, with varying results Pulakos et al., (2019). In 2005, General Electric Co. in the US, who pioneered this methodology itself, scrapped the forced distribution scheme in favour of a more all-encompassing performance management strategy. However, Shahzad et al., (2008) qualitative study of performance management practices in Pakistan, argue that MNCs may be influencing developing countries to implement these western influenced methods. They further argued that in order to make sure they work well in the local setting, these methods need to be evaluated closely.

Pulakos (2019), argued continuous and regular performance feedback, developmental discussions with more informal feedback as a potential solution to PM dilemma. This research played a pivotal role in furthering performance management as an inclusive communication facilitation process away from more traditional process bias and bureaucracy concerns. As the definition of performance management continues to evolve and PM process faces criticism. Aguinis and Burgi-Tian, (2020) propose a new approach to Performance Management (PM) by modifying performance measurement to present-day societal and organisational circumstances, as opposed to wholly eliminating PM. To keep up with evolving PM practices, they emphasise assessing performance in a way that is simple, pertinent, educational, flexible, comprehensive, and straightforward.

2.4. Organizational Performance and Performance Management Practices

This section reviews the literature on the role played by human resources and performance management practices in relation to organizational performance. Pfeffer, (1998a & b) ,

emphasised the significance of effectively managing people and their performance, as it may pose as a substantial and challenging expenditure for organisations to manage. However, it is also crucial to acknowledge that it plays an essential part in influencing organisational performance.. Therefore, a crucial conclusion for both management and employees is to get an understanding of how employee performance may be effectively managed in order to optimize corporate objectives and enhance financial outcomes, (Guest and Bos-Nehles, 2013).

Researchers, such as Huselid, (1995), MaTDuffie, (1995) and Arthur, (1994), laid the groundwork for investigating the correlation between HRM and firm performance in the manufacturing industry. Combs et al., (2006) utilized a meta-analytic approach to consolidate the research and affirm this correlation. Nevertheless, Guest, (2011) argued that despite the majority of published studies indicating a relationship between HRM and performance, based on two major research studies by Boselie et al., (2005) and Combs et al., (2006), both authors emphasized that their analysis demonstrated a relationship rather than an interconnection. Additionally, Guest asserted that neither review presented enough evidence to clarify the association. Bowen and Ostroff, (2004) contributes to an understanding of sophistication and complexity of HRM-Performance link. They propose linking HRM and performance at both individual and organizational levels using a theoretical framework. They investigated the consequences of HRM systems that are strong versus weak, asserting that the emergence of intended organizational culture is dependent on the strength of the HRM system. The study advances the idea that specific traits of a robust HRM system are required to promote a shared, strong organizational climate that arises from psychological climates. Based on the strength of the HRM system which acts as a connecting mechanism that fosters collective perceptions, attitudes, and behaviors among employees towards organizational performance, author concluded. These authors contend that to comprehend HRM-performance relationships, processes should receive a great deal of attention, reflecting the oft-repeated observation that excellent practices are irrelevant if they are not correctly implemented. Although recognizing the substantial empirical evidence in HRM-performance links, Boon et al., (2009) argued that researchers still need a theory about HRM (what is HRM?), a theory about performance (what kind of performance?) and a theory about how they are related. Further, they argued that HR practices are at the very east weakly correlated with organizational performance.

Guest, (2011) argued based on an extensive analysis of academic research published in the UK, Europe, and the US over the past two decades, contended that despite significant research efforts,

fundamental questions regarding the relationship between human resource management (HRM) and performance remain unanswered. The review highlights that the limited availability of longitudinal research and insufficient exploration of the connections between HRM and performance, as well as inadequate study of HR implementation management, have contributed to this lack of progress. The difference between planned and implemented practices has been highlighted by Khilji and Wang, (2006) and Wright and Nishii, (2005), among others. In his article, Guest, (2011) argued that organisational priorities and principles should be incorporated into the approach to HR, as this has been established for a long time but has been largely ignored by research. He argued that scholars have largely neglected the anticipated delay between the introduction of HR practices and their application and effect. The HRM-people-performance methodology, initially proposed by Purcell et al., (2003), attempted for better awareness of the intricate relationship between human resource management, individuals, and organisational performance. This was achieved by conducting a detailed employee survey across twelve multi-sector organizations in the UK. Additionally, based on the same data, Purcell et al. (2007) further developed this framework to uncover the "black box" of HRM-performance linkage, highlighting the neglect of front-line managers in the role of organizational performance. Harney and Jordan, (2008) concurred and emphasised that line managers have autonomy over how they implement HRM practices and interact with employees. This plays a crucial role in HR-related practices implementation resulting in performance outcomes. Several authors viewed performance management as an imperative component of HRM and business strategy. This is due to the fact that it integrates individual, group, division, and organisational outcomes are deemed crucial to competitiveness and efficiency. (Boudreau and Ramstad, 2009; Khan and Ahmad, 2021a).

Stanton and Nankervis, (2011) identified as one of their key findings the approval of the employee-line manager relationship's critical role in performance management, as well as the importance of horizontal integration with all other HRM processes. While demonstrating the inconsistencies between theory and practice in performance management, the authors also reveal the fundamental inconsistencies in the theory and practice of human resource management as a whole. Similarities to Guest et al. (2003), which argued that there is no uniform theory regarding performance, but rather a variety of approaches and models, frequently based on specific disciplinary perspectives. This provides an opportunity for further research and investigations. Aguinis, et al., (2012) argue that performance management has become an essential process for aligning and strengthening

corporate strategy. Denisi and Murphy, (2017) and Murphy, 2020) argued that inspite of these challenging debates, the great majority of companies throughout the world conduct formal performance assessments and make further efforts to monitor employee performance beyond reviews.

Through quantitative data analysis, Pavlov et al., (2017) demonstrate that HRM and including PM practices have an independent impact on organizations performance, with the effect of HRM practices mediated by an organisational social environment that allows for trust, collaboration, and knowledge-sharing. However, it should be noted that the fact that all of the entities in the sample were situated in the United Kingdom may limit the ability to generalise the findings to other regions, particularly those that operate in a substantially different business environment, such as developing countries.

In this section, the literature on the relationship between HRM, people, and performance was examined and analyzed. Human resource management plays a crucial role in this connection, with performance management being a key driver that impacts organizational output and performance. Examining established performance management (PM) models that are widely recognized and implemented is crucial to gain insights into the challenges and practices of PM implementation. The following section will delve into the process models and principles of performance management.

2.5. Theories underlying Performance Management, Convergence and Divergence:

Academic scholars have shared reservations over the lack of theoretical grounding observed in the majority of performance management (PM) studies (Buchner, 2007). Saks et al., (2022), Armstrong, (2015) and Donovan, (2001) highlighted and identified equity, expectation, cognitive evaluative, goal setting, control, and social cognitive theories as the most often utilised theories in the domain of performance management. Additionally, Denisi and Murphy, (2017), DeNisi and Pritchard (2006) and Buchner, (2007) have highlighted the need for greater theoretical contemplation in the field of performance management (PM). They have identified goal setting theory proposed by Locke (1968), expectancy theory by Vroom, (1964), and control theory to be promising and valuable frameworks for recognising the evolution of performance management (PM). Additionally, Institutional Theory by Meyer and Rowan, (1977) brings a unique context to internationalization of HRM practices. Herman (2015) and Pulakos (2019) suggested the goal setting and expectancy theory as important theories which can help in the understanding of the PM concept. Goal setting, expectancy, control and equity theories from performance management understanding with universalist and institutional theory towards understanding convergence divergence debate, are now examined due to the importance of those theories for understanding the perception of performance management around relationship to convergence divergence debate.

2.5.1. Goal-setting theory

The Theory of Goal Setting, as presented by Edwin Locke (1968), has made a substantial contribution to the field of performance management (PM). At the core of this concept lies the fundamental principle that performance, which is greatly enhanced when individuals pursue explicit, stimulating, and challenging goals, as opposed to having un-directed goals, relaxed goals, or simply requesting to try and do the best they can, (Locke, 1966; Latham, 2004). According to this theory Locke and Latham, (2002) (2019) advocated that goals impact performance through four key drivers, these are challenging and explicit, directive focus and attentiveness, hard work and determination, and fostering the development of effective strategies. Additionally, Verspoor, (2004), articulated that when there are specific goals along with the necessary feedback, may lead to higher level of performance.

Goal explicitly encourages team members to concentrate and structure prioritization, while challenging goals influences team members to utilize their learning and capabilities to the maximum ability and persuades team members to optimize their performance capabilities. (Latham & Locke 2002, 2006; Buchner, 2007). According to Herman (2009), Pulakos (2019), and Buchner (2007), the theory of goal setting holds significance in the context of performance management (PM) due to the fundamental role that objectives play in the majority of performance management systems and processes. These authors advocated that without articulating goals, there cannot be performance management because goal setting is at the heart of performance management systems PMS. According to the authors, comparing and evaluating the original agreed-upon goals and objectives with the real outcomes of the employees is amongst the crucial purposes of performance management in order to determine whether or not employees are fulfilling their intended objectives and goals. In addition, most PM processes start with the planning and goal setting stage by cascading of goals from the corporate goals, departmental goals, or team to individual (Herman (2009), Pulakos 2009; Bhattacharyya 2011; Armstrong, 2015) which shows that goal setting is the core of performance management PM. According to Purcell (2002) and Pulakos (2009) goal commitment is most likely to increase when goals are made public, satisfies individual egos and the goals are self-determined rather than assigned. Managers generally embrace goal setting as a means to enhance and maintain individual and organisational performance (DuBrin, 2012).

Locke and Latham, (2019) proposed in their study that goal setting theory might be enhanced via corroborative and exploratory research. The authors challenged the generally accepted view that intrinsic motivation includes achievement motivation. They determined that detailed and difficult objectives are the most helpful for improving performance. The underlying philosophy of goal setting is achievement motivation, McClelland (1953). This may imply striving for perfection rather than just completing duties well. This means that establishing tough objectives may also help to channel energy, stimulate more effort, and maintain motivation over time. Ultimately, the achievement of a goal results in fulfillment and increased motivation, whereas falling short of it may lead to discontentment and demotivation.

2.5.2. Expectancy Theory

The theory of expectancy developed by Vroom (1964), is another theoretical framework that underlies the concepts of performance management. The expectancy theory is a psychological paradigm that has garnered extensive use in the field of performance management, functioning as a tool to enhance the understanding and anticipate underlying motivation and performance of individuals. The idea is grounded in an underlying premise and argues that individuals engage in decision-making processes regarding their behaviours by considering their anticipated results and evaluating the perceived link between effort exerted and performance achieved. Latham and Pinder (2005) suggest that the idea might be scrutinized scholarly using social science literature to ascertain its pertinence to performance management practices. DeNisi and Pritchard (2006) argued that employees working in an organisational context often dedicate their time, effort, and resources to activities that they believe will increase their level of satisfaction and success.

Based on the theoretical framework, employees are likely to modify their behaviours within the organisational context in response to their expectations regarding the anticipated outcomes of their chosen activities or the probability of achieving the desired objectives. Furthermore, according to the theory, employees are expected to exhibit high levels of motivation and exert significant effort in their work due to their belief that their achievements will result in rewards from the organisation, such as enhanced merit-based salary increments, bonuses, or career advancements. These incentives are perceived as instrumental in fulfilling their individual aspirations. The employees will modify their behaviour in a manner that can facilitate the accomplishment of their goals. The concept of performance management (PM) is grounded in a theoretical framework that claims the influence of future expectations on an individual's performance.

The expectation theory, as defined in the scholarly literature by Dewettinck and Dijk (2012) in the field of social sciences, offers a significant conceptual framework for comprehending and enhancing performance management practices. Performance management systems can improve employee motivation and performance by concentrating on employees' perceptions about effort-performance linkages, performance and rewards, and reward value. This idea remains an essential concept within the field of performance management and continues to shape and guide practices in the fields of international human resources management and organisational psychology.

2.5.3. Control Theory

The feedback control theory, often known as the theory of control, describes a continuous comparison process to reduce the gap between predicted and observed behaviour. It emphasizes the feedback system and claims that feedback shapes behaviour. According to Buchner (2007), control theory provides a solid platform for evaluating performance management feedback.

The concept argues that individuals constantly compare their behaviours and outcomes according to established standards. When actual outcome differ from expected results people will modify their behaviours, especially if they have negative impacts. The more often people compare, the better they can meet these requirements and progress. Performance management and control theory are linked because, in the feedback process, the more an employee's actual results match the standard outcomes, the more likely they are to receive a positive evaluation and a better reward package. Pulakos (2019)

According to control theory, organisations should empower their staff to evaluate disparities between their actual outcomes and their stated performance criteria. Dewettinck, K., and Dijk, H. (2012). It empowers employees to recognise these inequalities and proactively identify and make the required changes to bring their performance up to norms.

However, control theory has been criticised, notably by Buchner (2007), for its mechanistic roots. This critique claims that control theory oversimplifies human behaviour using fundamental cybernetic models. Some say human behaviour is too complex to explain with a rigorous framework. Critics argue that control theory models cannot fully condense the complex interaction of human emotions, cognitive processes, and environmental stimuli.

Despite this criticism, control theory is useful in many organisational situations. It emphasizes feedback and staff self-regulation to promote continual development. Control theory may be used in management practices while realising the need for a more comprehensive knowledge of human behaviour. They may reap the benefits of employee empowerment and performance management without simplifying the complex variables that drive workplace behaviour.

2.5.4. Equity Theory

Adams (1963) introduced the Equity Theory, which is a comparative social theory that resembles with the Expectancy Theory in acknowledging the importance of cognitive processes that impact an individual's decision to allocate effort towards a goal (Bell, 2012).

In the context of an organisational setting, it is typical for employees to be involved in a practice whereby they compare and contrast what they have contributed, expressing their exerted efforts, with the outcomes that they obtain, comprising of but not limited to remuneration and appreciation. When individuals observe an inequality in comparison to their peers, it serves as a driving force for them to actively pursue equitable treatment and acknowledgment of their contributions. The pursuit of equality has significant importance in fostering employee happiness and motivation. According to Boucner (2007), the concept of equity implies to an employee's assessment of fairness in the ratio between their contribution and the outcomes they receive, hence promoting a feeling of justice. Nevertheless, in instances when this ratio becomes unbalanced, a state of tension emerges. This tension can manifest in two ways: under-reward inequality, which results in feelings of dissatisfaction and a subsequent drive for fairness, or over-reward inequity, which elicits shame and discomfort, according to Shore (2004).

Equity theory states that workers who experience inequality have a variety of options, as described by Walster et al. (1978) and Greenberg (1989). These options include changing their input (putting in less effort), adjusting their results, warping their perceptions of themselves and others, choosing a different point of reference, or choosing to leave the situation (quit their job). This could be a riskier proposition for the organisational process.

2.5.5. Universalist / Best Practice Theory

The US and UK are considered to be the leaders in human resource practices and advances as, over the last fifty years, major research has been conducted and models derived from various sources (Denisi and Murphy, 2017; Budhwar et al., 2016).

Best practices in human resource management assume that universal practices will lead to organizational success regardless of product-market situation, industry, or workforce (Pfeffer, 1994, 1998). It is considered one of the most influential definitions of best practices. Pfeffer (1998)

identified seven HR practices of a successful organization. They are employment security, hiring/recruitment, teamwork, pay for performance, training and development, information sharing, open management. It can be argued that these practices later on took the form of high performing work practices (HPWP) amongst multinational organisations.

The best-practice HRM work of Pfeffer (1994) (1998), assessed by Marchington and Grugulis, (2000), suggests that HR practices, including performance management, may contribute to business profitability regardless of organizational, industrial, and national context variables. A key limitation and challenge identified by Marchington (2000) is that within the context of Pfeffer's best practice human resource management approach. Inconsistencies between the various studies on 'best practice' HRM pose a problem, with some overlooking one factor while others include another. For instance, despite Pfeffer's emphasis on job safety, many other authors on the subject do not include it. Wood and De Menezes, (1998).

2.5.6. Best Fit / Contingency Theory

The best-fit study by Lloyd and Meshoulam Ilan, (1988), among the most widely cited, discussed how human resources (HR) activities should be tailored to an organization's maturity and development stage. Thus, suggesting approaches to human resource management (HRM) that are easy to use and adaptable. The discussion also explored 'internal fit', i.e., developing human resource (HR) policies based on the needs of the organisation. In their view, the 'best-fit' model is based on the competitive strategy of the organization. HR practices are often criticized for ignoring employee interests while concentrating on competitive positioning instead of aligning employee interests. (Ulrich, Dave & Bronbank, (2005); Guest, (2002) .

Purcell's (1999) study concluded that high-performance work practices/best-practices are important for uniformity, as is understanding when, where, and how the practices are applied. Although some organizations don't implement best practices, it's important to understand why. According to Boxall and Purcell (2000) argues that it is important for developing countries' organizations to align their HR processes and adopt the best-fit (contingency model) approach. The authors linked the approach to the types of economies, countries, market regulation, and organizational needs. Hence, organizational and institutional contexts (Best-Fit) strongly influence human resources (HR) strategies in organizations. Practices are adjusted according to national and organizational characteristics. Additionally, this does not negate all 'best-practice' practices and philosophy but providing the ability to apply practices in a specific market can be seen as an

important part of a company's ability to compete. This study was important because it indicated a substantial transition from a best practices approach to a more business-aligned contingent approach. Additionally, the author argues that the critical impact of these findings is the essence that they represent an important milestone in the evolution of HR practices that contribute value to the business.

In addition, Marchington (2015) and Marchington and Grugulis (2000) argued while challenging Best Practice methodology as unrealistic at the global level since national cultures, organizations, and institutions behave differently in different industries and countries. While supporting the best fit paradigm, Doherty et al., (2007) elaborated and offered a determination of how to align HR strategy with the overall business strategy, taking into account both external and internal aspects, including local norms and culture. The two methodologies must, however, be evaluated against the background of achieving and realizing organizational strategic objectives. Marchington (2000) argues that HRM best practices cannot bring alignment and standardization without challenges of varying interpretations of specific practices and their relationship to others.

2.5.7. Institutional theory

Meyer and Rowan (1977) introduced the institutional theory. The study of how external rules and customs impact organisations and their practices is significantly informed by Institutional Theory. This concept holds significant relevance in comprehending performance management within the framework of wider socioeconomic, regulatory, and cultural factors. The contributions of organisational theorists, such as DiMaggio and Powell (1983), have been significant in the progression of Institutional Theory. The authors suggest that organisations frequently mimic the practices of established entities in their institutional context as a means to acquire legitimacy and mitigate uncertainty. In essence, the purpose of theory is to examine the mode in which organisations integrate with and are influenced by outside influences. Throughout the years, the idea has undergone several expansions. Thus, institutional theory describes the fulfilment of norms and standards that allow an organisation to exist as a valid entity and thrive in the market.

Doluwarawaththa and Gooneratne (2017) have employed the theory of isomorphism to examine the alignment between external and internal organisational structures. This suggests that the behaviour of institutions is influenced by the cognitive, regulative, and normative frameworks present in their external environment. The institutional theory examines the performance of

management in relation to adherence to norms and regulations, as well as their ability to navigate high-pressure circumstances. The theory proves to be highly valuable in comprehending organisations from a decontextualized and rational perspective, providing light on their role as integral components within intricate social systems. One may argue that it has evolved into a powerful tool for explaining corporate performance and the problems associated with it. However, in the process, the institutional theory has deviated significantly from its fundamental objective, which is to comprehend the fundamental framework of organisations and their administration. Greenwood et al. (2014) have also identified analogous limitations of this theoretical framework. The authors of the study have presented a thorough examination and assessment of the theory. However, they contend that over time, the theory has begun to replace institutions with organisations, so interchanging the independent variable with the dependent variable. It has therefore gone too far in attempting to describe institutional processes rather than how organisations function. Furthermore, the theory places significant emphasis on the finding of commonalities among organisations, resulting in a neglect of comparative research between organisations. Meyer and Höllerer (2014) have raised objections to Greenwood et al.'s (2014) perspective, contending that an excessive emphasis on organisations may result in overlooking current advancements. The authors suggested that it is crucial to prioritise the examination of institutions and their organisational structures. Additionally, they emphasised the need of comprehending the parallels that exist across different organisations.

The early institutional theory, often known as neo-classical institutional theory, had vague boundaries and grew increasingly confusing over time, claim Alvesson and Spicer (2019). Moreover, there were considerable divergence of opinions over whether the theory constituted a phenomenon or merely served as a conceptual framework. Moreover, the theory fails to consider the strategic viewpoint of the organisation, instead relying on reactive assumptions. Organisations can enhance their ability to manage change and improve operational efficiency and effectiveness via the utilisation of resistance methods. The capacity to resist societal influence often enhances internal efficacy. Consequently, this type of response yields several criteria for measuring and evaluating the achievement of an organisation. Organisations that demonstrate resistance tend to possess more reliability, credibility, and ingenuity. The topic under consideration exclusively pertains to the concept of adaptation. Hence, the applicability of the institutional theory in contemporary research becomes evident as it primarily emphasizes the adaptation to practices

during institutional change, aiming to promote organisational performance. Consequently, this has a direct influence on performance management at both the organisational and individual levels.

Within the performance management context, institutional theory highlights the ways in which external factors—such as laws, industry standards, and cultural norms affect the structure, model and execution of performance management systems. Organisations may adopt certain practices more because they comply with organisational standards and expectations than because they are successful. In order to adhere to regulatory requirements, an organisation operating within a heavily regulated industry may choose to adopt performance metrics that are specifically relevant to compliance. Additionally, organisations are required to effectively navigate these influences while ensuring focus on the accomplishment of their goals and alignment with the broader institutional context.

"Do American Theories Apply Abroad?" was the straightforward question posed by Hofstede in 1980, more than forty years ago. This topic remains relevant today and calls for a more thorough investigation of the applicability of Western theories in international settings. The Culturally-Sensitive Model, as developed, is a significant undertaking focused on understanding the complex interplay between cultural values embedded within Western conceptions. It is clear from closely examining and considering these cultural elements that the theoretical stability of Western concepts offers an adequate and adaptable basis for the complicated and developing area of cross-cultural empirical investigation. As much as there appear that there is no single universally accepted theory and model of performance management and convergence divergence. The goals setting theory, expectancy theory, control theory, equity theory, convergence divergence and institutional theory have been carefully reviewed to provide a theoretical setting for this research. It is against this background that the next section looks at the models of performance management.

2.6. The Process Models of Performance Management

The following section explores the literature on the principles and process models of PM and introduces the leading models for PM. Understanding performance management models' literature can help organizations to identify best practices and emerging trends in the field. This can assist organizations that are looking to improve their performance management practices, which can

have a positive impact on organizational performance. The literature tells us that there are several process models designed to implement and facilitate alignment of individual and organizations performance. These models are discussed individually followed by consolidated discussion on limitations.

2.6.1. Aguinis Model of Performance Management

Aguinis's (2013, 2009) identified six-step PM process that included prerequisite, planning, execution, assessment, evaluation, and reinstatements (figure 2.1). The process starts with the prerequisite stage before implementing a PM, two crucial ingredients are needed, namely information of the mission and strategic objectives of the organisation. Secondly, performance planning stage ensures that the goals and objectives of team members align with those of the organisation. The third stage is performance execution. Performance execution was the third stage of the process, in which the employee worked on achieving the results and behaviors agreed to earlier with the supervisor, as well as working on their development needs. The fourth stage, performance assessment, evaluates how well the set objectives and results were achieved. An employee and manager can discuss the assessments during the performance review stage. In the final stage, recontracting and renewal were carried out. As with the performance planning stage, this stage was identical. It differed from the other stages in that insights and information gathered during the previous stages were used in the renewal and recontracting stage. It may be possible to reevaluate some of the goals, but owing to the unanticipated economic downturn, the impending review will result in the establishment of less ambitious objectives. After the renewal and recontracting had taken place, the cycle did not end. As a cycle, the process starts all over again.

Figure 2. 1 The Performance Management Process by Aguinis (2013)



2.6.2. Armstrong Model of Performance Management

Armstrong,(2000) (2014) model of the performance management process has been amongst one of the most quoted. This research was based on quantitative surveys conducted in the UK. As part of the research, key interrelated activities were identified and investigated including the

importance of organisations vision, mission and business strategies. Whereas, from employee life cycle perspective included goal and objective management, performance appraisal, compensation and benefits, training and development, succession planning.

Armstrong's model (2014) (figure 2.2 and 2.3) included five steps (a) the strategic goals of the organisation (b) plan (performance agreement) (c) Act (performance activities) (d) Monitor (ongoing PM) and (e) review (Joint analysis of performance). The first stage explains the strategic goals and cascading process from the board level to the CEO, C Suite leadership to functional level, to departmental level, to team level and to individual level. The second phase covers the planning and is dependent on the first stage direction and consists of identification of performance goals and the selection of key performance indicators to gauge the employees' performance. The act stage is the implementation stage during which employees strive to produce the results and behaviours agreed on in the goal setting and planning stage. The monitor stage relates to the continuous and ongoing feedback between employees and managers. The review stage reflects how the performance of employees is assessed when employee strengths are agreed and areas for improvement are identified.

Figure 2. 2: 2014 Armstrong (Performance Management Framework flowchart)



Figure 2. 3: Armstrong 2014 Performance Management flowchart

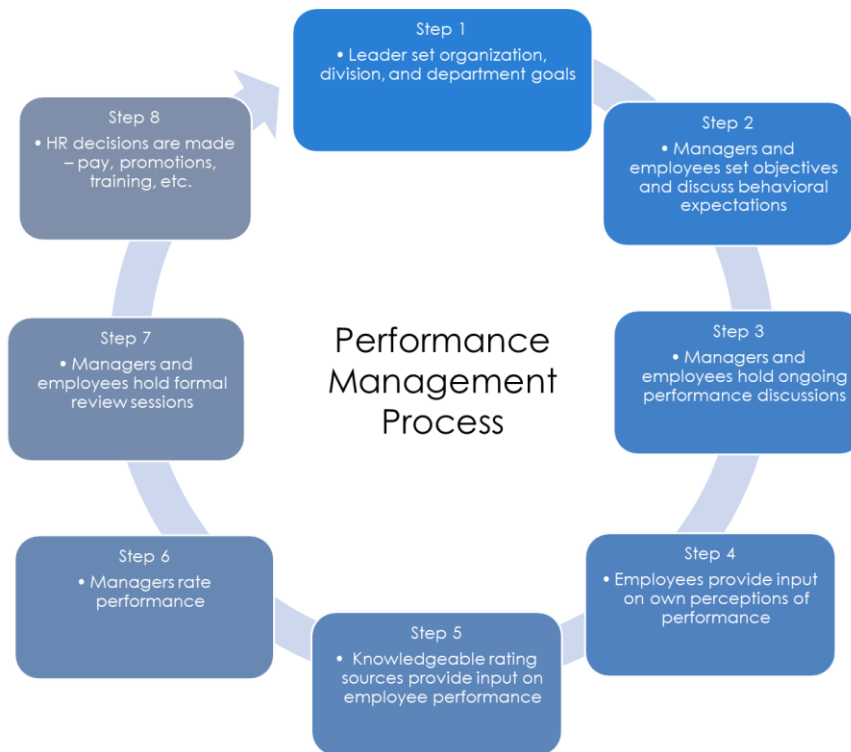
Start of year ↓ Continuing dialogue ↓ End of year	Performance agreement	<ul style="list-style-type: none"> • Define role profile, updating as necessary • Ensure that role profiles set out updated key result areas and competency requirements • Define objectives and standards of performance • Identify and define key performance indicators • Draw up performance development plans • Draw up personal improvement plans
	Monitor – manage performance throughout the year	<ul style="list-style-type: none"> • Monitor progress and review evidence of achievements • Provide informal feedback as required • Provide coaching as required • Update role profiles and goals as necessary
	Performance review	<ul style="list-style-type: none"> • Prepare for performance review by analyzing achievements (work and learning) against goals and plans • Identify specific strengths and weaknesses based on evidence • Assess overall performance • Provide feedback • Use conclusions of performance review as the basis for next year’s performance agreement

2.6.3. Pulakos Model of Performance Management

Pulakos (2009) presented a comprehensive performance management process consisting of eight steps (figure 2.5), based on the surveys, discussions and analysis of organizations in the United States. The first step requires leaders to establish goals at the organizational, divisional, and departmental levels. In the second step, managers and employees deliberate and concur upon objectives and behavioral expectations. The third step emphasizes continuous performance conversations between managers and employees. The fourth step involves employees discussing their own evaluations of their performance. The fifth step entails informed assessment from sources, such as 360-degree evaluations, supplying input on employee performance. The sixth step is managers document and rate performance. The seventh step consists of formal evaluation sessions between supervisors and employees, whereas the eighth step entails HR decisions

regarding compensation, career advancements, and training. These stages are ongoing and cyclical.

Figure 2. 4 Performance Management Process Pulakos and O’Leary (2009)



Pulakos and O’Leary (2011) conducted a study that reviewed over three decades of performance management scholarship, which led them to present key principles, focusing on establishing and cascading of objectives, manager employee relations, trust and open communication as basic values of any performance management system. According to the author, PM process must be a mutually owned and shared system amongst stakeholders, towards the fulfilment of the organization’s goals and objectives. They argued further that there is a requirement to build trust in employee-manager communication and relationships, which can help in increasing the understanding of employee role with clarity and the desired performance for organizational strategy. The objective should be to reduce the complexity of the process. The model (figure 2.3) includes conducting current culture assessment which consists of recognising employees’ positive

behaviours that can enable mind set shift and collaborating organisational objectives and goal cascading from the top.

Figure 2. 5 High Performance Culture Development Model Pulakos and O’Leary (2011 & 2012)



It is important to highlight limitations with these performance management models. These models portray an ideal picture of what PM should appear and the manner in which it should function. However, in practice, the effectiveness of these models is highly dependent on the context in which they are employed. Pulakos et al., (2015). One limitation of the model, as presented here, is that it may encourage an overly decorative approach, leading organizations to feel compelled to address every aspect of the model in great detail and transform what should be a natural and straightforward management process into a bureaucratic effort. When instituting PM, it is essential that the fundamental processes are explained and demonstrated, and keeping things simple should be the guiding principle. Another limitation of these frameworks is the assumption that there is a smooth transition between the strategic objectives of an organisation and individual goals. This is significantly more difficult than it appears. Strategic objectives at the organisational level that cascade into individual objectives may not always be easily translated, as organisational objectives may be inadequately defined or too removed from the work done at an individual employee’s level. According to Ayentimi et al. (2017) and Budhwar and Mellahi, (2016), it is essential to recognize

that assuming the process will be implemented in both letter and spirit, as implied by the model, is often not the case in practice. Furthermore, changing behaviors and business priorities may pose challenges in executing the PM process as if it were an automatic program update. Therefore, it is crucial to investigate whether this model is transferable to non-Western contexts, given the globalization of businesses and interrelated economic activities between MNCs and local organizations.

The discussed performance management models share some clear similarities as proposed by different authors, such as goal cascading, planning, alignment of individual and organizational objectives, and feedback reviews, which demonstrates the significance of linkages and significant relationships among them (Ulrich et al., 2015). Nonetheless, the process of performance management can be complex and criticized for its lack of uniformity, as organizations in multiple industries would respond differently. For instance, organizations at various levels of maturity might not have the ideal components of performance management. Additionally, these models and studies are limited in scope because they are based on Anglo-Saxon cultures. In order to assess performance management's applicability in non-Western environments, especially South Asian ones, it is essential to grasp the basic concepts and underlying rationales of the practice as they are used in the West. In the next section, we will review the components of performance management.

2.7. Factors shaping Performance Management

Previous studies have identified different factors that affect PM in the organisation. The following sub sections will discuss these important aspects. The factors are organizational performance planning, departmental key performance indicators, organisational culture goals and objective setting, individual performance appraisal, performance feedback, performance review, performance reward and benefits, performance ranking and measurement, leadership commitment, the role of line managers, employee engagement, career growth and development discussion.

2.7.1. Performance Planning

In the context of performance management, performance planning involves discussing performance standards and expectations with the employee and ensuring that all stakeholders are aligned (Aguinis and Burgi-Tian, 2020; Harari and Rudolph, 2017). As part of PM design and implementation goals, results, behaviors, and development plans are taken into consideration

(Aguinis, 2009b). Additionally, a structured planning process may lead to an improvement to organisational performance (Ford and Hunt, 2018). This shows the importance of performance planning as a starting point in designing the PM process.

Armstrong (2015) notes that there are three main components to performance planning: plans for improving performance, plans for achieving goals, and plans for individual growth. This viewpoint is supported by the claims of Pavlov et al., (2017) , who state that this method improves employee involvement and comprehension while also coordinating worker output with business goals. Historically, performance planning has been used to inspire people by rewarding them for their efforts and allowing them to advance professionally (Aguinis et al., 2013; Armstrong, 2006b).

2.7.2. Goals and objectives Setting

As part of performance planning and management, goal setting is an integral factor, (Pulakos et al., 2019; Aguinis, 2013). Setting smart goals and objectives is the basis of effective PM, however, without well-articulated goals, success will be a struggle at individual and organizational level. (Sek Khin and Kaur, 2016). From the prospect of this study, understanding current literature and practices of goal setting is important because it may enable adjustment of global best practices to fit local and regional MNC's and local family organizations.

Locke et al., (2002) goal-setting theory identifies five moderators that influence goal-driven performance. Drawing on thirty-five years of empirical research on goal-setting theory, primarily from Anglo-Saxon sources. The authors argued that commitment is crucial, especially for challenging and difficult goals. Goal importance is the second moderator, it directly impacts level of commitment. The significance of goals can be increased in a number of ways, including alignment of the organization's vision and goals, public recognition, goal assignment, participation in goal-setting, and monetary incentives. Moderating influences include an individual's self-efficacy level. It has been found that people who demonstrate strong self-confidence and self-belief are more likely to be committed to difficult tasks. The other moderators are feedback and complexity of the task. Those who combine goals and feedback perform better than those who use either goal-only or goal-only feedback alone. A key limitation is the overall generalizability and its relevance to non-Anglo-Saxon organizations and regions. Another limitation, according to Schleicher et al., (2018) (2019) showed through the meta-analysis that performance goals have not

been explicitly addressed in prior performance appraisal and performance management studies. The author argues that it is common for an organization to set too many goals, which leads to a loss of focus and dilutes its impact. In addition, the author emphasised that although goal setting has been studied in general, it has not been studied in the context of performance management (PM). These findings are crucial as they highlight a significant gap and way forward in understanding the importance of clear, specific, and challenging goals which guide an employee's performance better than ambiguous, vague, and unchallenging goals concurred.

Helm et al., (2007) argue that having clear goals helps employees understand what is expected of them and what behaviors are functional for achieving the goal, thus reducing role ambiguity. This statement is supported by Gilbert et al., (2015). Furthermore, Latham & Locke (2006) and Buchner, (2007) argue that objective specificity helps individuals prioritize and concentrate, while objectives complexity may motivates people to develop their learning and capabilities to their fullest potential. This finding is significant since employee engagement is directly related to goal and objective setting, as suggested by Saks and Gruman, (2022) and Albrecht et al., (2015). Overall, these studies underscore the importance of goal setting in organizational performance and employee engagement. The authors draw on several studies to support their argument that goal specificity and difficulty are critical factors that contribute to goal effectiveness. However, the studies do not address potential limitations or challenges associated with goal setting, such as the potential for goals to be too narrow or unrealistic, leading to burnout or demotivation. Therefore, future research should explore the potential drawbacks of goal setting and develop strategies to mitigate any negative effects.

In relation to guidelines for establishing effective performance goals, Pulakos, (2004) suggested that goals must clearly define the end result to be achieved. This is an important finding because organizational success factors must directly and clearly link to goals. The author argued the significance of no more than three goals should be set at once-attempting to accomplish too many different goals at the same time will hinder success. A limitation to the study was the methodology adopted that included interviews with public and private sector subject matter experts along with analysis of published literature. However, quantitative data could have further enhanced the viability of this study. Locke and Latham, (2002) emphasize that inadequate management poses a risk to both personal and organizational objectives. To avoid such risks, it is crucial for goals to be cascaded and agreed upon inclusively. However, Kerr and LePelley, (2013) highlighted the

approach of General Electric Company managers in the US, who imposed stretch goals that were unreasonably challenging to keep their employees under pressure. This technique has a significant drawback of not being communicated and established transparently with consent, which can be viewed as an unfair and unethical practice. Similarly, Marchington, (2015) cautioned against hierarchy-based and narrow performance goals, thus neglecting other important stakeholders. This is significant because performance management and goal setting are positively related. It is important to highlight that goal-oriented approach may backfire if it is not managed carefully, resulting in negatively impacting organizational culture, Ordonex et al., (2009) argues.

In summary, setting clear and demanding goals and objectives is essential for success on both the individual and organisational levels and is an integral aspect of the performance planning process. It has been shown via studies that goal-driven performance is affected by elements such as dedication, goal significance, feedback, self-efficacy, and task complexity. Employees perform better and more efficiently when they have a clear idea of what they're working towards. Yet exhaustion or lack of drive might result from establishing too many objectives or goals that are unachievable. Establishing a direct connection between a goal's intended result and the elements that contribute to the success of the organisation is crucial. Careful management of goal setting is necessary to prevent unintended damage to an organization's culture. Additionally, goal-setting procedures at MNC affiliates and local regional organisations may be affected by cultural norms. Hence, it is important to be familiar with the current literature and practices of goal planning so that global best practices may be adapted to local and regional organisations.

2.7.3. Performance Feedback

The purpose of performance feedback is to provide employees with information on their performance against their job expectations (Aguinis, 2009b; Armstrong and Baron, 2005; Cardy and Leonard, 2011; Stone, 2007). Importance of PM feedback cannot be overemphasized. This is an opportunity to recognize accomplishments and identify developmental areas (Armstrong and Baron, 2005). This is crucial because employees cannot know if their performance is meeting expectations in the eyes of their supervisors without performance feedback, Pulakos, (2019) argued.

The company provides employees with information regarding which actions should be increased, maintained, stopped, or reduced, depending on the performance of the department (Stone 2007). Aguinis (2009) argues that positive feedback improves employee engagement, motivation, and job

satisfaction by strengthening the employer-employee relationship. This shows according to (Islam and Rasad, 2006) that it improves employee employment satisfaction as well as efficiency and it is essential for organizational effectiveness since lack of feedback can result in anxiety and inaccurate self-evaluations. However, performance feedback practice can be suggested for organisations, teams and individuals. It is important to highlight a key limitation which is that in current performance management models, performance is analyzed and feedback provided on performance that has already occurred. The challenge that shared feedback will influence future behavior and performance (Beer and Barth, 2018).

Ali and Brandl (2017) argued based on meta-analysis of human resource management literature in Pakistan that it in developing societies like Pakistan, that are considered as following a high collectivism mind-set, which can be seen as reflected through nepotism and favouritism in feedback and performance evaluation practices towards individuals. Similarly Khilji and Rao (2013) identified this limitation that in such developing societies, line managers avoid conflict and uncomfortable feedback discussions. Importantly they questioned the influence line managers have to maintain objectivity and not let social obligations of returning favours.

In a quantitative study conducted by Krenn et al., (2013), particular assertions relating positive and negative feedback to task motivation were examined. The purpose of the study was to determine to what extent employees could improve their effort and performance level when provided positive feedback and the chance to pursue self-relevant objectives. The authors hypothesised that individuals would enhance their performance afterward and exert more effort if they received positive feedback and the opportunity to pursue additional self-relevant objectives. The employees who maintained their standards performance after receiving positive feedback were implicitly aware of their subpar performance and chose not to pursue a higher standard, according to the study. Positive feedback was found to elevate performance standards, whereas negative feedback served to maintain them. Contrary to the findings of Kluger and DeNisi, (1996), the study found that maintaining the standard following getting negative feedback caused participants' performance to stay the same or even decline. A key limitation to this study was limited sample size and geographic location (Vienna). However, further research is needed to clarify how these decision behaviors differ based on received feedback and to investigate the effects of repeated positive feedback in more detail.

Pichler et al., (2020) argue based on meta-analysis of literature on feedback and performance appraisal that feedback regularity and subsequent reactions may be mediated by the favorability of performance ratings and feedback employees receive. This study is significant because prior research has largely disregarded the prospect of a causal connection involving feedback frequency variation and favorable performance evaluation, despite the fact that more positive feedback is positively correlated with favorable appraisal reactions. According to Anseel et al., (2011) and Jawahar, (2010) reactions to performance feedback can affect subsequent job performance. Although feedback and appraisal reactions are more complex than a simple direct or indirect effect (Kuvaas, 2006), understanding how feedback influences employees reactions gives insight into the link between feedback and performance. This shows criticality to better understanding of how feedback frequency and knowledge of performance standards contribute to favorable reactions to performance appraisals, the authors combined theory and research on performance feedback with the due process model. Additionally, the author suggested that prior inconsistencies in the literature about feedback frequency and appraisal reactions could reflect, at least partially, knowledge of performance standards and performance rating favorability moderating effects. A direct effect was validated across Anglo-Saxon studies. However, it is essential to note that response to performance feedback is a complex challenge; therefore, both researchers and practitioners should be able to devise studies and interventions that will enhance the effectiveness of regular performance evaluations. This will result in improved performance and the benefits that stem from that. The applicability of these studies to developing nations and family-run businesses is another limitation.

Miah and Hossan, (2012) also argue that time and resources should be considered when providing feedback to employees. This shows the importance of regular feedback touch points, the author suggested that daily or weekly reviews should be conducted to gain a deeper understanding of performance targets. Additionally, it emphasizes the importance of daily meetings to facilitate healthy relationships with coworkers as well as to give feedback. During these meetings, colleagues can also discuss the problems and obstacles they are facing. Additionally, constructive performance feedback recognizes good performance and allows employees to improve on their poor performance. Feedback has to be given as quickly as possible to keep it accurate and fresh, as highlighted by Cardy and Leonard, (2011), who also stress the importance of timeliness and frequency. Furthermore, they argue that feedback should be delivered often since the more chances there are to review and improve performance, resulting in high likelihood of employee taking

advantage of these discussions. It is crucial that receiving and providing feedback be seen as a routine part of the organisational culture. It is also important to understand organizational dynamics when providing feedback because as Beer and Barth, (2018) argues that the success of the feedback process relies on the recipient's perception of the process as trustworthy, credible, reliable, objective, and motivational. Hence, satisfied individuals' relationships with their supervisors and colleagues will improve following the PM. It is also possible for employees to have negative reactions to the feedback. Feedback that is perceived as unfair may result in poor performance, lack of motivation, spreading negativity in the organization. However, some of the challenges identified in the human resource and performance management literature includes lack of honest performance feedback culture, career development discussion and conflict avoidance by line managers (Armstrong, 2017). This creates effectiveness and implementation a daunting task (Schleicher et al., 2019) requiring further research and investigation.

This review has examined performance feedback and its role in performance management. There is often a link between performance feedback and reward, although there are two different aspects of how managers react to their employees' work. This review examined the importance of performance feedback in providing employees with information on their job performance, recognition of accomplishments and identification of areas for improvement. Positive feedback can enhance employee engagement, motivation, job satisfaction and organizational effectiveness. However, current performance management models analyze past performance and feedback, which poses a challenge for influencing future behavior and performance. The review also highlights the limitation of feedback practices in developing countries such as Pakistan, where feedback and performance evaluation practices are influenced by collectivism mindsets, nepotism and favoritism. The impact of feedback frequency and performance rating favorability on appraisal reactions is also examined. Additionally, the text presents factors that contribute to the effectiveness of performance feedback, such as feedback sources, managers' behavior, location, timing, and attitudinal outcomes of feedback. Against this backdrop, the following section examines the compensation and benefits component of performance management practices.

2.7.4. Compensation and Benefits

A key component of HRM is compensation and benefits (Xavier, 2014) and is also an integral part of PM strategic implementation (Ramdani et al., 2014). One important factor that drives compensation and benefit structures is the talent shortage and skill required to perform a particular

role (Gerhart and Fang, 2014; Hee et al., 2016). Jiang et al., (2009) argue that compensation and benefits are a key driver in employee motivation, engagement and satisfaction. This shows the correlation between PM and compensation.

According to Lawler, (2003), there are many design factors that can influence the effectiveness of a performance management system. He argues based on quantitative survey analysis of fifty-five fortune 500 organizations in the US that when rewards are tied to performance discussions, individuals tend to hear an exclusive message about rewards. In addition, it emphasized the importance of factoring pay and employment status into performance appraisal results. The author argues that performance appraisal systems work better when there is a link between organizational performance management systems and reward systems. This suggests that if rewards are involved as part of a performance management system, both appraisers and appraisees are likely to take it very seriously. Nevertheless, there are limitations such as the applicability of such a transparent and unbiased system not only in the US but more importantly in underdeveloped and developing countries, where PM practices are evolving.

Performance-based pay which originated as a universalist approach from the USA and Europe (Brewster et al., 2005; Chang, 2006) have become increasingly popular in other parts of the world specifically to Asian countries (Chang et al., 2007; Jacoby, 2007). Ledford, (2014) conducted a three decades of compensation literature and practices review. According to him, performance driven compensation decisions based on performance are very appealing in today's competitive business. As a result, employees can earn more if they exceed performance goals determined on agreed parameters, but compensation rewards are decreased with a performance decline. Findings from the research suggest that companies are more likely to attract and retain high performance-oriented employees, create higher reward satisfaction among employees, and retain a motivated workforce that is attuned to business needs.

Beer and Barth, (2018) argued that the use of recognition and rewards in organisations has certain limitations. These limitations include difficulties in accurately assessing performance, which can lead to erroneous reward decisions, insufficient comprehension of recognition and reward systems, and self-imposed limitations on their use. Inappropriate or delayed recognition can also present difficulties.

2.7.5. Organisational culture

There are a range of views about the impact of culture on performance outcomes. Sumelius et al., (2020), Cornelius et al., (2016) and Ulrich and Brockbank, (2005) argue that organisational culture is a critical factor to be considered when implementing PM system in any organisation. Organisational culture has been defined as a set of shared values, beliefs, and norms that shape the way employees behave, think, and feel at work (Schein, 1996). Harzing et al., (2012) and Frandale (2005) argued that individual and organization performance management practices are strongly influenced by organizational culture and behavior requirements.

Mone et al., (2011) and Sharkie, (2009) argues on the criticality of leadership role. The author points out that in addition to open communication, teamwork, trust, respecting a variety of viewpoints, and encouraging a collaborative work environment are some of the key aspects of culture, which is usually led by senior leadership. The importance of this lies in its ability to foster an inclusive, engaged, and productive work environment. Organizational culture is the primary reason why organizations have difficulty implementing an effective PM process, according to Barth & Beer (2018). Because the interrelationship between organisational culture and PM is not well understood, organisations fail to leverage it effectively. It is argued by Edgar et al., (2014), there is a direct correlation between performance management and culture. Understanding culture's role in shaping organisational practices is crucial for supervisors looking to get the most out of performance management. This is significant because a change in one has a direct impact on the other. Similarly, according to the findings of their study, Barth and Beer (2018) make it obvious that a thriving corporate culture and effective performance management are not incompatible but rather complement one another.

It has been argued by Kotter, (2012) that an organization's strength in this area leads to greater compliance with the company's principles. In Schein (2011), organisational culture is passed down through socialization to new members, organizational culture influences how people behave at work, and organisational culture operates at multiple levels. The author also suggested that organisational success, employee happiness, and confidence in tackling challenges may all be influenced by cultural factors. It is important to highlight that South Asian non-western cultural assessment and understanding is very different from western cultural theories, claim Maharjan and Sekiguchi, (2017). The author argued that Japanese collective and participatory leadership styles

that have been based on trust and loyalty for generations are more likely to have an impact and be effective than the wild west "hire and fire", "my way or highway" US centric mindset.

2.7.6. Performance Appraisal & Performance Measurement

Appraisal and measurement of performance are cornerstones of performance management structures. It's a way for businesses to measure how well employees are doing their jobs in comparison to the company's goals and expectations. Boxall and Purcell, (2015) advocated that Performance Management and appraisal system are key aspects of HR practices utilised to improve team members expertise and motivation. Similarly, Ren and Jackson, (2020) and Schleicher et al., (2019) concurred with the importance of appraisal being a vital part of performance management process.

Performance Appraisals serve multiple purposes, according to Rubin and Edwards, (2020). These include proving the legitimacy of future people actions, motivating employees, identifying areas for professional development, and communicating organizational priorities (Absar et al., 2012; Adler et al., 2016; Murphy and Cleveland, 1995). It has been found that clear performance standards are associated with enhanced perceptions of fairness in appraisal systems (Javaid et al., 2016). According to Cawley et al., (1998), participation of employees in the appraisal process may leads to objective and constructive reactions to the system. Rubin and Edwards, (2020) proposed that for a performance appraisal rating system to be effective for making decisions such as promotions, salary increases, and discipline, it must be able to differentiate the performance levels of individual performers. However, performance measurement ratings have both positive and negative consequences. It is important to note a key limitation, that is raters who are mainly line managers often inflate these ratings, or issue inaccurate ratings, thus undermining the validity of the process (Jawahar and Williams, 1997; Murphy and Cleveland, 1995).

In developing countries like Pakistan, there is conflicting information about the level of employee engagement and involvement. (Khilji and Rao, 2013; Khilji and Wang, 2006a). Considering the power differentials and organisational hierarchy present in most businesses operating in Pakistan, employee input into the evaluation process is very improbable. (Abbasi and Shamim, 2012; Riaz et al., 2012) . However, very limited evidence suggests that organisations progressively implementing HRM and PM best practices to enhance transparency and accountability of the system (Ali and Brandl, 2017; and Miah and Hossain, 2014).

A major criticism of performance management practices initiated by human resource department and performance measurement is seen to oblige the financial interests of business. (Khan and Ahmad, 2021a; Syed et al., 2013) suggested. Jhatial et al. (2014) argued that employees have an exceedingly pessimistic view of the HR department and performance appraisal practices in Pakistan.

To measure employee performance, organisations use a variety of methods, metrics, ratings, and key performance indicators (KPIs) to determine whether an employee is performing well. For an organization's performance measurement, Kaplan Norton, (1992) proposed a balanced scorecard (BSC), which incorporates four perspectives: financial, customer, internal business, and learning and growth. In most cases, this is the method that is used most frequently. This methodology has been widely used across MNC and local organizations as a best practice. However, applicability without local adjustment is a key limitation.

Lawler, (2003) argued that a forced measurement and ranking PM system may be deployed by some organizations. Every team member's performance is ranked from best to worst by the manager or supervisor based on pre-determined distribution guidelines. An advantage of this approach is the ability to view the performance of a unit or department as a whole and quickly identify those who are performing at the top and those who are not - which facilitates focusing on both extremes. People's contributions may not be truly comparable or fair when ranked according to subjective criteria, such as evaluator prejudice or unreliable performance measures. Forced distributions have been criticised for placing certain team members in the lowest category while others are put in the highest range quartile, regardless of their real performance and contribution, as noted by Tripathi et al., (2021) and Fendler and Muzaffar, (2008). This is important to because instead of forcing rankings or distributions, it is typically more effective, reliable, and engaging to implement and monitor an objective system to differentiate team members' performance and contribution levels legitimately and consistently within organisations.

2.7.7. Leadership Commitment and Managers role

Senior leadership and line managers commitment has been identified as a major success factor the planning and execution of performance management. (Pulakos et al., 2019 and Mueller-Hanson and Pulakos, 2015). Similarly according to the study Katou et al., (2021), there are three stakeholders involved in the process of linking HR practices to organizational performance: senior

managers, line managers, and employees. Senior managers are developers and communicators of HR practices.

According to a number of studies (Armstrong, 2014b; Sikora et al., 2015; Ulrich, Dave & Bronbank, 2005), supervisors often value their HR responsibilities and work rigorously to efficiently implement the HR practices of their organisations. Bowen and Ostroff, (2004) outline a number of contextual factors that impact HR success. This includes senior executives' support for people initiatives, supervisors' belief with regard to the significance of people, and HR professionals' participation in planning.

An important viewpoint was highlighted by Purcell (2007). He argued that HRM has neglected to recognize the importance of line managers, despite the fact that they implement many HR practices, including PM. Purcell et al (2003) argue that front-line managers are the ones who bring policies to life. In their research, the authors noted that line managers are responsible for putting policies into practice and enforcing them. Besides addressing substantial issues, the article concludes with a call for a systematic effort to improve the people management skills of frontline managers. This is vital because it can be argued that poor management behavior or weak leadership can negate 'good' PM practices, inadequately designed or inadequate policies can be 'rescued' by good management behavior the study suggested. Further, Personnel-related policies, however, have historically been the sole responsibility of human resources departments. Similarly, Ferris et al., (1998) cautioned against managers' weak or ineffective HR implementation efforts in contrast to these positive results. Their argument was that managers' poor implementation of human resources had a negative impact on employee attitudes.

Furthermore, Farndale and Paauwe, (2005) identified the significance of the line manager in the overall PM system, contending that the line manager's behaviour and abilities have an essential effect on the dedication and drive of their employees. A few authors (Harney and Jordan, 2008; Purcell et al., 2003) argued that line managers are vital mediators influencing HRM-Performance linkages. To ensure successful implementation of PM, Purcell et al (2003) suggested that HR processes should be developed in partnership with line managers - since doing things with line managers will be much more effective than doing them to them. It is also important to ensure that the HR policies they must implement are manageable given the resources they have at their disposal. In addition, managers should receive the training, support and on-the-spot guidance they

require. PM success depends entirely on how the line manager handles it (Kinnie et al., 2005). According to Hendry, (2000), a line manager's ability to implement PM processes is crucial to the system's success.

Moreover, Purcell et al. (2003) noted that employees are more likely to take on the same attitude toward their role when line managers perform PM in a positive and enthusiastic manner. Therefore, leaders of organizations should be evaluated on how much time and effort they devote to PM and improving performance. Based on Sikora and Ferris, (2014), a significant barrier effectively implementing PM is the absence of buy-in from line managers. The author also highlights the risk that line supervisors may disregard or undermine HR practices for a variety of reasons (such as favoring one employee over another).

2.7.8. Training and Career Development

An important aspect of PM and organizational development is providing employees with upskilling and career enhancement opportunities, that increase their knowledge and abilities to solve problems (Hung, 2018; Pfeffer, 2010). Moreover, organizations increasingly use performance management to develop competitive talent in addition to monitoring performance (Farndale et al., 2014a; Tarique and Schuler, 2018). There is some evidence that established organizations like MNCs provide better training and career advancement opportunities to their employees, which positively correlate with organizational performance (Ahmad and Allen, 2015; Nadeem et al., 2018; Shahnawaz Adil, 2015).

However, the importance of training cannot be over-emphasised as it increases the overall performance of the organisation (Ulrich, 2014;; Pfeffer, 1998a). Various studies have shown that training is an important organizational activity aimed at improving the performance of individuals and groups in an organizational setting (Budhwar and Anastasia, 2015; Van Iddekinge et al., 2018). Training activities transfers information and knowledge to employees (Baddar Al-Husan et al., 2014), making it an integral part of human resource management. This shows that improving the employees skills and capabilities, it may also bridges performance gaps, which may lead to elevated job performance (Boxall and Purcell, 2015; Delaney, 1996). It is established in several studies that upskilling and career discussions are pivotal in implementing a robust PM system. (Kroll and Moynihan, 2015; Lawler et al., 2011).

It has been suggested that training facilitates the development of staff members' personal and managerial skills with the aim of achieving organizational effectiveness (Ran and Huang, 2019), which in turns plays a significant role in performance management implementation. Kadiresan et al., (2015) added that training and development entails increasing and updating a person's skills, knowledge, competencies, and experiences through a series of training and development programs (Farouk et al., 2016).

According to Lamba and Choudhary, (2013), career development is the process by which employees acquire and use the knowledge, skills, attitudes, and insights they need in order to perform their jobs effectively and efficiently and grow their careers. This was significant because it represented a key focus for developing people. Due to organizational complexity and competitive pressure to development and retain talent , organizations need to invest in people development. Kooij et al., (2008) found career development would keep employees motivated and engaged by creating opportunities for career advancement and enhancing their skills. The authors argue that these findings were essential as they emphasized a significant motivator for employees. Pulakos (2009) argued that PM focuses on identifying ineffective performers for training and development programs. This is crucial because inadequate training and development resources are barriers that hampers effective implementation of PM. (Cheng and Hackett, 2021).

2.7.9. People Focus – Trust and Accountability

In an effort to incorporate all essential components derived from the various methods used to study trust in organisation, Mayer J. and Schoorman, F., (1995) argued. Research from previous literatures suggests that employee trust in senior management is contingent on the outcomes of these executives' organisational decisions. (Connell N. and Travaglione, J., 2003; McLain K., 1999). This shows that trust goes a long way to affecting employee responses to performance feedback and their attitudes toward the performance management system (Sachane et al., 2018; Rao, (2007). However, Kwon and Farndale, (2020), argued that past studies failed to identify and include broader contextual conditions that serve as crucial preconditions for employees to develop trust and engagement perceptions. The authors concluded that culture of trust is shaped by the reciprocity of senior managers and the culture of the organization.

In Macky et al., (2022), trust manifested within an organization is built on the principles of high-involvement management described by Lawler, (1987). Using high-involvement management practices, Lawler, (1987) argues that employees are able to influence their organizations'

performance if they know about expectations (Information), have the power/autonomy to influence it (Power/Autonomy), are rewarded for it (Rewards), and have the skills and knowledge to contribute (Knowledge). Macky et al., (2022) shows that HRM including PM practices directly and positively affect employee engagement and trust in the employer. This study contributes significantly to the direction in which HRM and performance management practices should go in the future. Similarly, Pulakos (2015) argued that trust can significantly impact organisation's productivity and performance. In contrast, Riaz et al., (2012) argued that organizations with high levels of collectivism, power distance, distrusting relationships between supervisor and subordinate, bureaucratic and hierarchical structures in developing countries (Nadeem and Kayani, 2019) are more likely to adopt nepotism (Sifarish).

A study conducted Smith, (2005) opined that employees would feel more comfortable communicating honestly and frankly if they felt their opinions and viewpoints were respected by management. Hence, an organization that is well managed should make organizational trust a top priority and an essential part of its management strategy.

In summary, as employees' trust in their managers and supervisors increases, their perceptions of the system's success, accuracy, and fairness also improve. A key component of trust and accountability is delivering results that meet expectations. However, applicability and implementation in letter and spirit in generalization is critical limitation.

2.7.10. Employee Engagement

According to Albrecht et al., (2015), employee engagement is defined as employees' sense of purpose and concentrated energy, which can be seen through their demonstrated initiative, adaptability, effort and persistence toward the organization's goals. It has been suggested by Schaufeli et al., (2006) that engaged employees are energetic and effective contributors to their organizations. Additionally, Saks, (2006) noted that engagement can be viewed from two angles, first from the perspective of the employee's own job role and second from the perspective of their organization's role. As a result, it is a vital component of individual and organizational performance management. Gruman and Saks, (2011) argued that focusing on employee engagement is likely to lead to significant improvements than conventionally only focusing on performance. Furthermore, Pulakos (2015) added that employee engagement and participation can allow employees and managers to address any concerns they have and clarify any misunderstandings.

Budhwar et al., (2016); Mellahi et al., (2016) and Ramdani (2014) provided evidence that subsidiaries of MNC are highly likely than local businesses to promote employee engagement, commitment, and inclusion. Due to the importance of employee involvement and participation Edwards et al., (2016) and Pudelko et al., (2014) argued that the importance of employee engagement and involvement in performance-based cultures cannot be overstated.

Some evidence suggests that companies in Pakistan companies generally provide inadequate information to their employees, withhold authority from them, and fail to involve them in decision-making processes (Khilji and Rao, 2013; Khilji and Wang, 2006b). Pakistani business exhibit high power, formalized and centralized culture, derail employee engagement and empowerment (Abbasi and Shamim, 2012; Islam, 2004; Riaz et al., 2012). However, limited organisation are making an attempt to practices which promote engagement, transparency and accountability (Ali and Brandl, 2017; Miah and Bird, 2007).

While Saks and Gruman, (2022) argue that research on engagement in the workplace has found positive correlations between engagement and job and positively related to talent retention. Guest (2014) suggested that measuring and evaluating engagement can increase the likelihood of achieving the required levels of engagement. Additionally, , Smith and Bititci, (2017) argued on this is important because structured PM practices may play a significant role in improving performance output.

After discussing key factors impacting PM, it is essential to review best practice or best fit debate of HRM practices which includes PM systems and practices. This will enhance the understanding of HRM practices implementation in general and PM practices in particular.

2.8. Reasons, Benefits of Performance Management and implementation challenges

This section will review the literature on the reasons, benefits, implementation challenges, and trends of performance management research. Schleicher et al. (2019) and Denisi and Murphy (2017) while conducting a comprehensive evaluation of performance management research over decades, highlighted important areas in assimilating benefits and challenges in how PM creates value for employees, managers and organizations are briefly discussed.

2.8.1. Reasons to implement performance management

According to Boxall, (2012), organizations have been aiming to outperform competitors by adopting means that simplify processes and establish high-performance work practices and

processes. Cleveland et al., (1989) argued that performance management system can be utilized by an organization for six important reasons. The authors highlighted these are to provide strategic direction and alignment, enabling communication amongst stakeholders, administrative, documentation of progress and purpose, identifying and enabling competencies development to bridge skill and/or capability gaps and overall organisational maintenance purpose. A framework for establishing a high-performance work system, balance scorecard was discussed by (Becker et al., 2001). According to this, organizations need to apply formal performance management where feedback, employee training, development, and meritocracy are the critical components of the process.

However, according to Hunt, (2016), performance management terminology is used in multiple contexts, such as company, individual, and financial; it may have different connotations for different organizations, therefore understanding the context is critically important. In addition, Truss et al., (2013) argued that Performance management at an individual level comprises processes and sub-processes such as organizational objectives, individual goals, training, development, and feedback. The individual performance ultimately gets aligned to the wider organizational mission, values, goals, and objectives. Hence, improving employee performance by using performance management was seen as a way to improve organisational performance.

Guest (1997) examines the influence of human resource management strategies on businesses. He supported the notion that creative human resource practices and solutions are a prospective contributor to improving business performance, furthermore, in an environment where employees have required competence and abilities and are determined to employ these skills and knowledge. Similarly, Guest (2003) and Purcell (2008) argued the importance of a strong relationship between organizational goals and performance management practices. However, Ulrich et al. (2015) and Ulrich and Brockbank (2005) argued that HRM practices, including performance management practices, are often viewed strategically by progressive organizations and their leaders as directly proportional to their organization's output and competitiveness as a key driver.

Therefore, improving employee performance by using PM was seen as a way to improve organisational performance. Armstrong, (2017) describes PM as a tool used to link the organization's objectives to a set of work goals for employees, with objective formulation along with assessment at the center of this process. Performance Management strives to maximize the

potential of an organization's human resources. Welbourne, (2014) argued employees needed to be part of performance management solution. Additionally, Pulakos (2019) proposed that effective performance management may serve as a catalyst for transforming employee capability into observable behaviours resulting in enhanced performance.

2.8.2. Benefits of Performance Management

The benefits of performance management can be viewed from three angles. i.e. employee, manager and the organization Cooke et al., (2019). This section discusses the benefits for employees, managers, and organizations. There have been several studies that examined these benefits. (Denisi and Murphy, 2017). A significant advantage of an efficient PM system is its contribution towards the accomplishment of organizational mission, the execution of its strategies, and the promotion of a positive organisational culture, according to Justin and Joy, (2022). Additionally, the authors of this study assert that two of the most crucial factors impacting the effectiveness of a performance management PM system are feedback and trust. Importantly, it can be argued that a culture of feedback and trust may enable compatible strategy implementation and organisational culture. Furthermore, highlighting the benefits of feedback in improving employee performance, what gets measured and given feedback gets improved. However, critics Toppo and Prusty, (2012) have argued too much measurement may be a demotivating factor for employees and managers.

Herman (2011) argues here that a performance management system could produce significant benefits if designed and implemented well. Building on from the work of (Aguinis, 2009b; Thomas R.D., 1994), Aguinis et al., (2011) identified benefits associated with performance management systems for employees, managers, and organizations. The author argues that a robust performance management system offers feedback and coaching to employees, allowing them to identify their strengths and opportunities to upskill accordingly. Additionally, performance management systems assist managers develop competent employees while building strong interpersonal relationships. Additionally, upskilling teams through feedback and coaching as a career development activity. Furthermore, performance management systems help organizations achieve desired organizational changes by making employees and managers more committed to the big picture.

Additionally, Nankervis, (2008) identified career development, career enhancement, and employee retention strategies as the results of an effective PM system. Accordingly, to Stanton and Nankervis, (2011) suggested PM systems can only achieve this benefit by incorporating

business goals and objectives at every level. This involves including both managers and staff members in the development, measurement, and evaluation processes. The connection between performance management and organisational effectiveness is most likely to be established by communicating the value along with demonstrable outcomes of performance management while gaining the endorsement of all stakeholders.

On the other hand, Bourne, Franco-Santos, et al., (2018) and Pulakos et al., (2012) argue that performance management PM will deliver effective results only when implemented properly. According to Ayentimi et al., (2018) and Tyskbo, (2019), performance management PM implementation outcome depends heavily on both organizational culture and the engagement levels of its employees.

After discussing the reasons, benefits, and significance of PM and its implementation, it is essential to address the challenges that organisations may encounter during this process. To completely understand the significance of the PM process for organisations, it is vital to define and discuss these barriers.

2.8.3. Challenges in Implementation of Performance Management System

PM system (PMS) has been adopted by almost all organisations in one way shape or form with varying degrees of success, however its implementation is dependent and associated with many challenges (Church et al., 2015; Cleveland et al., 1989b; Waal and Counet, 2009). These challenges may differ among organisations, groups and individuals due to varied uniqueness respectively. Similarly, Bourne, Melnyk, et al., (2018) assert that performance management (PM) presents severe challenges in terms of practical implementation. According to Noronha et al., (2016) the process of PM in an organisation may likely be extremely challenging to implement based on differences amongst organisational culture, industry, type of organisation and strategic objectives.

The objective of a successful implementation of PM is to inspire employees to provide desired performance only when the system's focus and measurement objectivity are not compromised (Budhwar and Mellahi, 2016; Levy et al., 2015). According to Armstrong and Baron (2005), performance becomes significantly more difficult to obtain if this is not the case. Guest (2004 2017) argues that line managers believe PM is a bureaucratic tool devised by the human resource department to justify their existence rendering it a waste of time and energy while negatively

impacting the work environment. Because instead of adding value to the business deliverables , author argued that PM process diverts business managers' focus away from business results. Also, many supervisors do not comprehend the advantages of having an efficient PM; they frequently view it as an HR-mandated paperwork exercise where ratings must be submitted annually for record-keeping purposes (Goler et al., 2016). Similarly, Fletcher and Bohn (1998) argued that managers have better things, and this process detracts managers from more important business deliverables. Purcell et al. (2007) also debated the supervisor's role as a change enabler. Their findings from case studies challenge the assumption that a line-managers focus detracts from business needs when focusing on PM deliverables.

The success of PM, similar to any business strategy implementation, depends largely on a number of variable influences and attributes. Like applicable industry (Agarwal et al., 2017), leadership style (Para-González et al., 2018) , organizational culture (Froese et al., 2020) , socio-economic conditions (Hedberg and Luchak, 2018) and geography (Hofstede, 1983; Tlaiss and Elamin, 2016) . The presence or absence of these characteristics may accordingly impact successful implementation or otherwise of such a system.

Pulakos (2019) links successful implementation to effective application of change management within the organizational settings. However, Frick et al., (2018) argues that change in behaviours do not take place in one go. Schuler and Jackson, (2014) further argue that, if managed well, a positive correlation can be drawn towards improving job satisfaction, and employee engagement may ultimately affect the bottom-line financial performance. However, Ramdani et al. (2014) challenged through their study survey that positive and engaged employee does not necessarily correlate to a positive organizational outcome. Similar to Pulakos (2012) and Herman (2015), Ahenkan and Tenakwah, (2018) and Beer and Barth, (2018), have also argued identified similar PM implementation challenges. These include inadequate target and objective setting, inappropriate criteria for performance evaluation, an inability to differentiate performers, lack of clearly defined PM policy, and appraisal forms that focus solely on promotion as opposed to training and retention are some of these barriers.

Furthermore, Khan, (2013) while conducting research in a non-western business environment have identified a number of problems faced while applying PM system. These included lack of commitment from senior leaders, inadequate resources allocated, unclear goals, negative attitudes

among employees, inadequate technology use, unclear definitions key performance indicators (KPI's), and lack of alignment between organizational KPIs, individual employees, and team outputs. They also argued that performance was not linked to reward systems. This study, however, was limited in its application as it applied to the application of this process in a developing non-western context. It may have been more illustrative to broaden the scope of the study to include multi-industry facets. However, it is important to note that these challenges are not very different from those coming out of research in western US-UK centric studies.

A similar argument is made by Waal and Counet, (2009) based on the survey conducted, that performance management (PM) is only effective when the organization's leadership and management are committed to its purpose. Similarly, Cheng et al., (2007) stated that there were three barriers to implementing performance management effectively. These include a lack of commitment from senior management, employee reluctance to accept change, and inadequate guidance and support. According to Pulakos (2012), one of the main challenges to implementing performance management (PM) is supervisors' inconsistent or insufficient feedback. Furthermore, Pulakos (2009) suggested that managers avoid performance management (PM) initiatives, particularly if they are to provide developmental or critical feedback to their employees, to avoid damaging their relationships. The result is misalignment of organizational and individual performance goals.

The mindset of line manager who are directly responsible for implementation of performance management (PM) causes many challenges, according to Russell et al., (2018). A lack of constructive and honest feedback to subordinates is highlighted by the author, as well as line managers' careless and non-serious behavior towards completing appraisal reports. Additionally, many employees agree that their managers do not have the skills and training needed to conduct performance and coaching sessions. Additionally, the author cited poor communication, and a lack of training to implement, as well as a lack of capacity to set clear targets and objectives. He also cited poor performance ranking / measurement criteria, cultural concerns, lack of performance recognition and system bureaucracy. An already challenging implementation process is further complicated by these factors.

According to Bourne, et al., (2018) and Spence and Keeping, (2011), other challenges to performance management implementation include the importance of employees questioning the

value of the process and its objectivity along with an appropriate measurement approach. This may be linked to trust and transparency of the system. Furthermore, De Waal & Counets (2008) point out that not having a transparent performance culture also poses a major challenge to performance management (PM) implementation. Authors have also argued against the use of performance management as a punishment tool, that is reprimanding teams and individuals for not meeting performance standards rather than supporting, coaching and educating them. This may likely result in the line manager preventing the process implementation. However, Kaplan and Norton, (2007) and Kerzner, (2011) argued that one of the most difficult aspects of the PM design and implementation is selecting an appropriate compensation distribution metrics. However, this challenge may be addressed through an inclusive approach when designing and defining these measures.

Moreover, Purcell et al., (2003) and Russell et al., (2018) suggest that managers and employees can play a critical role in implementing performance management effectively. It has been suggested that managers and employees perceive PM systems negatively. They view it as a bureaucratic and unobjective activity. Accordingly, implementation has been less openly accepted by line managers and employees alike, Bouskila-Yam and Kluger, (2011). According to Pulakos and O'Leary (2011), constructive feedback is another challenge with performance management practices that negatively impacts employee motivation and relationships with managers. As a result, many organizations have tried to modify performance management practices to address these challenges (Cappelli, 2015; Cappelli and Conyon, 2018; Farndale et al., 2014). However, incorporating these modifications into the strategic performance management process remains challenging (Armstrong and Baron, 2017; Pulakos et al., 2019).

As part of the study, Pulakos et al. (2019) analyzed in depth conversations with senior leadership and concluded that regular feedback throughout the performance management (PM) cycle may provide a solution to the problem of retaining employee engagement and motivation by seeking collaboration. Moreover, feedback that is delivered immediately and with an emphasis on development motivates and engages employees significantly. According to Pulakos and O'Leary (2011), clear, quantifiable, agreed-upon, realistic, and timely goals and objectives are essential for avoiding implementation challenges. To address challenges with PM implementation, Aguinis and Pierce (2008) suggest manager and employee collaboration during the design and planning stages.

Based on his stimulating argument and analysis, Murphy, (2019) recommends coaching-based performance management. Each and every manager in an organization should have this skill in their toolbox, according to the author. In accordance with Russell et al., (2018) , managers must be valued and held accountable for investing in their employees in light of an evolving focus on employee coaching and development. Murphy (2019), however, challenged that PM systems fail because they are based on subjective evaluations of job performance, which contributes substantially to their failure.

A significant challenge is the subjective nature of individual evaluations, favoritism, and nepotism in successful implementation of performance management (Cappelli and Conyon, 2016; Cappelli and Tavis, 2016) since this questions objectivity and creates trust issues. Moreover, performance management implementation on underperformance is yet another challenge. (Adler et al., 2016; Armstrong, 2017). It is argued here that organizations without the ability to differentiate employee performance risk putting themselves in a vulnerable position. This would in turn undermine the objectivity of any system of this kind.

Management of employee performance should cultivate objectivity, transparency, and ownership while at the same time encouraging objectivity, transparency, and ownership (Schulz, 2004, Spence and Keeping, 2011, and Bouskila-Yam and Kluger, 2011). Both Buckingham and Goodall (2015) and Cappelli and Tavis (2016) criticized current performance management practices, which focus on past performance evaluations instead of assessing and improving current and future performance. Several challenges have been identified in the western human resource and performance management literature, including the lack of an honest performance feedback culture, career development discussions, and conflict avoidance by managers (Armstrong, 2017). This makes effectiveness and implementation even more challenging in developing countries that are mainly non-Anglo Saxon (Schleicher et al., 2019). A discussion of this will follow.

Recently, many organizations have been evaluating their performance management systems with the goal of continuous reinvention and evolution (Armstrong, 2017; Buckingham and Goodall, 2015a; Cappelli and Tavis, 2016). As a result, upgrading performance management implementation practices is becoming even more important as the focus moves toward maximizing feedback and dialogue value. In recent years, major companies have moved from past years to current and future performance evaluations, including General Electric, Deloitte, PwC, Dell,

Adobe, Juniper Systems, and IBM. In these organizations, evaluations of objectives and career development discussions are conducted monthly, quarterly, and on a regular basis instead of an annual appraisal review (Armstrong, 2017; Buckingham and Goodall, 2015). Performance management challenges can be overcome by managing career development and performance evaluation rather than blindly following an administrative control system, according to Armstrong (2017).

Furthermore, the traditional performance management system is viewed as a once-a-year salary increase decision activity, which is why a strong correlation between pay and performance relies on a merit-based and unbiased evaluation Lawler et al., (2012). According to the author, a pay for performance culture with transparency may be beneficial to some organizations but may also blow back severely through damaging internal competition amongst teams and team members.

Levy et al., (2017), who discussed recent developments and challenges faced with the implementation of performance management practices, claimed that the traditional performance management system designed and implemented in Western developed countries has lost its applicability in the traditional sense and is broken. It is imperative that academics and organizations identify ways to improve feedback, alignment with organizational strategy, and accountability during and following such system design (Levy et al., 2017). A performance management system cannot fix this problem universally with a single solution, the study concluded. An organization's maturity level must be assessed in order to achieve a sustainable and progressive solution. A company's performance management implementation strategy is influenced by its size, industry, country, and competitive business environment, (Ledford et al., 2016) argued. A number of studies have demonstrated that the forced distribution bell curve harms Microsoft's and Google's teamwork philosophy (Pulakos et al., 2012; Stewart et al., 2010; Leon and Murphy, 2016). Cappelli and Tavis (2016) summarize challenges in most performance management systems, including autocratic and bureaucratic procedures. According to Ulrich et al. (2015) and Cappelli and Conyon (2018), performance management systems should take criticism positively and turn it into opportunities. As the debate between for and against it is far from over, organizations will continue to utilize this as an evaluation tool for strategic performance.

As organizational dynamics change globally, performance management implementation challenges will further evolve (Buckingham and Goodall, 2015; Toppo and Prusty, 2012). Levy et

al., (2017) and Webb et al., (2016) concluded that traditional performance management is no longer suitable for 21st-century business environments and organizations. As a result, Adler et al. (2016) and Goler et al. (2016) proposed that rather than abandoning many performance management implementation practices, a constructive solution can be found by modifying components of performance management such as measurement scales, providing regular feedback, and aligning performance management with organizational business strategy implementation. This is important because in light of rising employee awareness and competitive pressure, organizations are having to rethink their performance management practices. Performance management drives an organization's culture. As a result, managing such a sensitive instrument effectively is crucial for organizations.

After discussing the reasons, benefits, importance and challenges encountered by organisation in effective implementation of PM. A key limitation emerged was understanding cultural context. Before going into more detailed review of wider debate about what approach informs organisations how to do adopt best practice or best fit and/or converge or diverge in HRM practices. It is important to review of the relevance of cultural studies to Pakistan in the context of HRM and PM, impact of local cultural norms and beliefs on employee and organisational behavior will be examined.

2.9. Convergence-Divergence Debate

There is a major debate around the convergence of HR systems lies in the argument around whether it is institutions or national culture that are best placed to shape HR practices in organisations. In this section, function of cultural beliefs and pressures in the decision-making practice, i.e., whether or not to adopt western-based human resource and performance management practices is examined. A crucial element of organizational health is organizational culture, which affects every employee. Therefore, cultural sensitivity is crucial in this discussion. An organization's culture is reflected in its artifacts, leadership style, and team member practices at all levels. As Schein (2004) suggests, culture is shaped by these factors and determines an organization's competency and ability to compete. Similarly, Gruman and Saks, (2011) argue that individual behaviors and engagement levels shape the culture of organizations.

The way MNCs operate in different parts of the world may vary from industry to industry and country to country, as argued by Guest (1997, 2002 & 2011). Globalization and competitive pressure drive the operating models for MNCs; therefore, appreciating convergence and divergence of human resource management practices becomes a critical business need (Cooke, Wood, et al., 2019).

According to Mcgaughey and Cieri, (1999), convergence and divergence of human resource practices refer to the extent to which organizations adopt similar or different HR practices in order to manage their human resources. Convergence of practices refers to the adoption of similar practices across organizations, while divergence refers to the adoption of unique and customized practices. Mcgaughey and Cieri, (1999) note that many academics support the implementation of practices convergence because it can lead to positive outcomes for organizations and employees. For example, converging on human resources or financial practices can improve the transferability of practices between organizations, which can facilitate the sharing of knowledge and resources (Collings et al., 2010).

Additionally, convergence on management practices can lead to increased standardization and consistency in HR processes, which can improve efficiency and effectiveness (Edwards et al., 2013). However, Mcgaughey and Cieri, (1999) also point out that some authors advocate for the divergence of HR practices due to the influence of national culture on the applicability and effectiveness of HR practices. As defined by Schein (1992), national culture can shape the approach through which employees understand and act in response to HR practices, and organizations that fail to consider these cultural differences may struggle to effectively manage their human resources (Collings and Isichei, 2018). Therefore, some authors argue that it may be more effective for organizations to diverge from generic practices and tailor their HR practices to the specific needs and cultural context of their organization and employees (Collings and Isichei, 2018). In synopsis, Mcgaughey and Cieri, (1999), convergence and divergence of human resource (HR) practices refer to the extent to which organizations adopt similar or different practices in order to manage their human resources. While many academics support the implementation of best practices convergence due to its potential positive outcomes for organizations and employees, some authors advocate for the divergence of Human Resources (HR) practices in order to better consider the cultural and institutional context of the organization and its employees, as defined by Ahmed (2018).

According to Ge and Zhao, (2018), a thorough analysis is necessary to fully understand the influence of values on the convergence or divergence of human resources and related employment practices. The existing culture may either support or hinder these approaches, or a hybrid approach (Pudelko, 2005; Zhu and Warner, 2019). Shrivastava, (1986) emphasized that organizational cultures, though academically abstract, have a significant effect on business strategy formulation. The author also raised a valid argument on the challenge managers face is examining culture and its impact on strategy. This is important because design and implementation of a practice need be complemented by adjustments to business strategies Hence it can be argued that the success of a convergence-divergence strategy in HRM is dependent on alignment with culture and identity. When these elements are interconnected, it is more likely that the strategy will be successful, potentially resulting in changes to the overall strategy, practices or both.

Guest (2012) suggests that the performance of management systems is closely tied to the alignment between organizational culture and strategy. Establishing a desired performance culture involves not only introducing new procedures, but also reinforcing the process to create that culture. It is worth noting that altering established practices and procedures can be a lengthy process that necessitates patience and effort to overcome potential challenges. Nevertheless, it is necessary to make changes in order to improve the organization. Therefore, it is crucial to carefully assess and address any barriers and challenges that may arise when implementing modified practices and systems, which can be done through collaborative efforts. Moreover, Aghina et al., (2017), Stone and Deadrick, (2015) and Iqbal et al., (2013) assert that the rapid advancement of technology and globalization has prompted organizations of various sizes, including large and small, multinational and domestic, to understand the impact and rationale of achieving growth and a competitive edge while considering the critical role of organizational culture.

According to Kotter and Heskett, (1992) work highlighted for organizations that prioritize the development of a performance-driven culture tend to be more successful than those that do not. Their study, which lasted for a decade and included a variety of businesses, demonstrated the importance of having a shared vision for the organization and being able to adapt to changing market conditions. This is important because it highlighted the key role of effective leadership in creating a culture that supports performance. In addition, Tunstall, (1986) proposed that the structure of culture in an organization comprises of various factors, such as its vision, mission, values, behaviors, and ethical practices, rather than just the products or services it offers. In

addition, Shirivastava and Paul (1989) provide support with empirical evidence, on the potential influence of aligning an organization's culture with a performance management system on the success or failure of certain strategies. As suggested by Terrence and Kennedy, (1983), a performance management system and performance culture can serve as a cohesive force, tying the organization to the way things are done within the organization. Buller and McEvoy, (2012) also supported the idea of culture being a key component in designing and implementing business and people strategies. Furthermore, Lee et al., (2019), O'Donnell and Boyle, (2008) acknowledge that values and employee engagement-based culture are essential contributing factors to organizational performance. Corporate identity is a byproduct of culture. These are based on multiple practices and processes from within the organization. (Flinchbaugh et al., 2019; Jo Hatch and Schultz, 1997). The image of an organization for internal and external stakeholders gets formulated through cultural norms and practices. This results in providing descriptive information from which organizational impressions are formed. (Tyskbo, 2019).

Al Ariss and Sidani, (2016) while contributing to the debate, have discussed the influence of national and organizational norms, culture, and values on the convergence-divergence in middle eastern context. They pointed out the importance of organizational behavior on performance outcomes. Similarly, Varma and Budhwar (2015) examined the role that national culture might play in effective performance management by comparing performance management systems in various Asian, European, and North American countries. Based on research by Hofstede (1981) and the impact of globalization, Pulakos et al. (2019) proposed that it is reasonable to assume that local cultures and norms significantly influence the way managers conduct performance management. Therefore, a country's culture and norms can significantly affect how performance is reviewed, implemented, and rewarded. Ulrich (2014) conducted a meta-analysis of US and UK studies on HRM practices and suggested that organizations, especially MNCs, should consider local culture and norms when designing and implementing performance management systems to avoid cultural conflicts.

However, as stated by Varma and Budhwar, (2015), with huge economic growth, a shift has been taking place that is less collectivist in nature in China. In China, performance management is seen only as an administrative activity. Factors such as respect for age and seniority are valued more in this collectivist society (Fan et al., 2016). This has mainly occurred in highly well-educated employees working in MNCs. A parallel can be drawn with Japanese HR practices evolution which

has moved from a collectivist style to more of an individualist style. Seniority in Japan is not as important as it used to be, so there has been a big move toward merit (Demirbag et al., 2011). In contrast, based on the history of the US, it was argued by Pulakos (2004) that the US is an individualistic culture society and mindset that is delivery and result-focused rather than based upon desired values and behavior. This signifies the importance of better understanding while implementing a convergence-divergence or best-practice-best-fit model. Therefore, as discussed above, such an impact on Pakistani markets and its workforce is not immune to these challenges and changes (Khilji, 2001).

The employment of Western HRM and PM practices in MNCs in the Pakistani market, as discussed in the next chapter, provides further evidence of this convergence-divergence debate. The impact of this convergence-divergence or something in between approach on organizational culture and performance remains an area for further investigation and research. Furthermore, Budhwar et al., (2018) identified the relevance of religious values and work ethics in their work in Middle Eastern Islamic countries. It can be argued that Pakistan being a Muslim majority country, these considerations might be influential in determining HRM practices, including performance management.

The discussion addressed the idea that the convergence-divergence debate does not have a clear winner and that both may occur concurrently as part of best practice best fit process management. It was also suggested that this may be the best approach and that focusing on one or the other could cause organizations to miss out on opportunities to improve processes. Mcgaughey and Cieri, (1999) emphasized the importance of considering both convergence and divergence when analyzing international HRM issues. Khilji, (2002) supported the argument in her study that organizations that try to choose between convergence and divergence in the HRM change process, including performance management, may risk missing out on opportunities for improvement, implying a hybrid approach.

2.9.1. Convergence–divergence and institutional theory

In order to understand convergence and divergence, institutional theory is a critical theoretical framework, Vanhala et al. (2006), Varman (2016, 2018), and Khilji (2013). Kostova et al. (2008) suggested that organisations in the same industry and organisational sector tend to become similar. The concept of institutionalisation pertains to the means through which generally accepted norms on acceptable organisational behaviour influence the structure and operations of organisations

(Scott and Meyer, 1994). The institutional theory argues that the institutional framework provides a significant role in shaping organisational practices, including human resource management (HRM) (Meyer and Rowan, 1977). Institutional fit can be achieved through the phenomenon of isomorphism, which refers to the process by which an organisational component adopts similar characteristics to other organisations operating under the same institutional conditions (DiMaggio and Powell, 1983). This is critical because it signifies the tendency of entities or organisations within a specific demography to exhibit similar processes and behaviours when confronted with comparable institutional or external constraints.

Deephouse (1999) and Scott and Meyer (1994) argue that institutional restrictions create a shared context for several firms operating inside a certain organisational area. Because these organisations share a common environment, they are becoming increasingly alike, particularly in the way that they conduct management practices, specifically if they are multinational corporations (MNCs) (Ahmed 2019, Melhi 2018). According to Deephouse (1999), several external environmental factors, including but not limited to financial, technological, and sociocultural trends, exert influence on organisational practices. Furthermore, it is crucial to comprehend that these characteristics may exert a negative impact rather than simply yielding beneficial outcomes.

DiMaggio and Powell (1983) identified two main forms of isomorphisms: competitive and institutional. The theory argues that institutional isomorphism serves a significant role in achieving institutional fit by highlighting the influence of institutional pressures on organisations. On the other hand, competitive isomorphism entails a rational system that promotes market competition, adaptation to changing niches, and performance evaluation. Furthermore, the author provided a comprehensive description of three unique types of institutional isomorphism, namely normative, mimetic, and coercive.

Paauwe and Boselie (2003) identify many influences that impact human resource management (HRM), such as the influence exerted by government, labour legislation, and social partners such as trade unions and works councils. Mimetic isomorphism occurs in situations when there is ambiguity present in the surrounding environment. Consequently, companies often copy other similar companies in their sector that they view as trustworthy or effective (DiMaggio and Powell, 1983). This is the replication of competitors' human resource management strategies and policies, as discussed by the authors. Moreover, normative isomorphism pertains to the collaborative efforts

of persons within a certain professional field as they establish the norms and protocols governing their field of specialization. Whereas, according to DiMaggio and Powell (1983), coercive isomorphism arises as a consequence of cultural norms and external pressures exerted by organisations upon which a given organisation depends for support.

The three components of the institutional environment are regulatory, normative, and cognitive institutions, as identified by Kaufman (2017), Scott (2001, 2013), and DiMaggio and Powell (1983). There are three main dynamics that drive these institutions: normative, mimetic, and coercive. Regulatory institutions are a reflection of laws and rules that permit some behaviours and discourage others (Kostova and Roth, 2008). The cognitive component reflects the common social knowledge that people in a given country or business hold. The normative component comprises of the establishment of objectives and the identification of appropriate procedures to attain them. Additionally, it serves as a representation of values, attitudes, norms, and assumptions pertaining to human conduct (Scott, 2013). The combined effect of these three components constitutes the institutional profile of a sector or nation. However, Kostova and Roth (2002) defined institution profile as the distinctive compilation of normative, regulatory, and cognitive institutions inside a certain country. This suggests that individual concerns, such as human resource management (HRM), may include distinct institutional characteristics that distinguish them from other challenges.

In this particular research, the parallels and discrepancies between MNCs and family-owned businesses might be clarified by examining the arguments of institutionalism. Multinational corporations (MNCs) may experience pressure to adhere to local regulations in order to establish credibility in the new environment. However, family businesses can additionally encounter pressure to embrace international practices in order to project a positive image or to become recognised as industry leaders in their respective local markets . (Mellahi et al., 2013).

According to the findings of Rosenzweig and Nohria (1994), it has been noted that Human Resource (HR) practices often mirror the prevailing cultural norms in a given context. However, the degree of this convergence may range across various HR practices. Multinational businesses (MNCs) frequently face difficulties when endeavoring to enact policies that deviate substantially from established local conventions. Furthermore, Edwards and Kuruvilla (2005) argue that a thorough understanding of the operations of multinational firms is essential in order to obtain a

greater consideration of the challenges posed by global-local dilemma. The central argument asserts that multinational corporations (MNCs) tend to align their human resource management (HRM) norms and processes in order to promote their uniform universalist strategy. The successful adoption of standardized human resource management (HRM) policies and practices by multinational companies (MNCs) is contingent upon multiple variables, one of which is the cultural context predominant in the host country. This is important because if the factors mentioned above are not supportive of standardization, as argued by Tüselmann et al. (2008), it is unlikely for the multinational corporation (MNC) to implement consistent human resource management (HRM) policies and practices.

Therefore, it is essential to analyse the distinctive contextual elements that exist in developing economies such as Pakistan in order to comprehend the human resource management practices in multinational corporation subsidiaries and locally owned and operated family-run businesses. There are two known research studies that have investigated the convergence-divergence paradox in Pakistan, namely Khilji's (2002) and Ahmed et al.'s (2018) studies. The initial study (Khilji, 2002) investigates the ongoing discussion regarding convergence and divergence within multinational corporation (MNC) subsidiaries in Pakistan. It claims that MNC headquarters have aimed to bring about a transformation in human resource management (HRM) practices in Pakistan including performance management. This evolution was driven by the objective of leading the market and aligning with time tested and effective strategic human resources management (SHRM) policies from Western countries (Khilji, 2002). Nevertheless, a major limitation of this study is the study's exclusive emphasis on international banks operating in Pakistan with the assumption that these organisations and the individuals are well-versed in Anglo-Saxon HRM practices of the west. According to Ahmed (2018), there exists an opinion that companies, although facing institutional pressures within an economy, retain a certain level of discretion in their human resource management (HRM) practices and are able to determine the extent of adaptation. However, it is commonly observed that these firms are frequently unable to deviate or diverge much from the HRM practices due to employed competitors HRM practices pressure, i.e., to stay competitive. Additionally, Ahmad et al. (2019) conducted a study comparing and evaluating HPWS practices in multinational corporations (MNCs) and local organizations operating in Pakistan, focusing on the convergence or divergence of these practices. Their focus was on HPWS practices included talent acquisition, learning, performance appraisal and career discussions,

performance-based compensation and rewards, and employee involvement, participation, and engagement. The study used semi-structured interviews with line managers and senior leaders and found that HR talent acquisition practices and employee engagement initiatives as part of HPWS did not differ significantly between MNC subsidiaries and local organizations. None of these studies focused on family-owned-run organizations as moderator to western performance management practices as dependent construct relationships. Additionally, this study's contribution is solely in furthering PMS components relationship with WPMP perceptions. Hence, enhancing the boundaries and adding new relationships by expanding on the work of Khilji (2002) and Ahmed et.al (2018).

2.9.2. Theories of Convergence, Divergence Cross-vergence and Hybrid

The debate between convergence and divergence is far from over. Instead of trying to determine one over another, identifying macro, micro and meso factors that lead to relative divergence in certain situations and convergence in others. Several studies suggest that practices influenced by the US model are prevalent due to the United States being the birthplace of innovative human resources (HR) practices used by multinational corporations (MNCs) worldwide. Many scholars with diverse perspectives have proposed a multitude of explanations describing the phenomena of convergence and divergence within the field. These theories discuss the hybrid/duality ideas that arise when opposing forces coexist, as well as the obvious convergence or similarities, divergence, and localization. According to the works of Schuler et al., (1993); Hannon et al., (1995) and McGuaghey & De Cieri, (1999), commonly referred to as cross-vergence and/or Duality theories. Accordingly, implementation of practices is contingent upon the specific context and the nature of the practices being implemented. Theory of globalisation and theory of ethnocentricity are the two basic theories of convergence or similarity. As previously highlighted in this chapter, the concept of globalisation incorporates several interpretations, primarily signifying a trend of convergence in business practices and consumer preferences resulting from the heightened mobility of investor capital and rapid advancements in technology. This indicates that as economies become more interconnected on a global scale, more global management systems may emerge. The impact of multinational corporations (MNCs) on the process of globalisation, particularly in terms of promoting standardized worldwide practices, must be carefully considered in light of the challenges these companies confront in meeting local demands (Hannon, 1995; Kim & Grey,

2005). It is anticipated that this trend will result in the alignment of management approaches towards the much sought-after "best practice" (Purcell, 1995 and Marchingann, 2000).

However, institutional theories and cultural perspectives have emerged as the two main explanations of localization or divergence. According to Kostova and Roth (2002), it is suggested that organisations operating in a same context would gradually develop comparable attributes. The emergence of these progressive similarities can occur through three distinct mechanisms: coercion, whereby organisations are compelled to adopt particular practices; mimicry, whereby organisations imitate successful practices to reduce uncertainty; and normative pressure, whereby organisations adopt practices that are deemed suitable for the prevailing environment (Di Maggio and Powell, 1983). The research of Hofstede (1991), House (2004), and Tamparor (2001) have established a strong association between cultural perspectives and the variations in practices observed. Rather than the international institutional arrangements, these variations in practices are mostly attributed to the various cultural backgrounds. (Lao and Ngo, 2001; Chris, 2008). According to Kostova and Roth (2002), proponents of these concepts and opinions argue that multinational corporations (MNCs) push to build legitimacy and adjust their operations to suit individual settings. As a result, they may deviate from established norms and conform to local practices. An alternative set of ideas suggests that multinational companies (MNCs) encounter conflicting forces that push them towards both globalisation and local isomorphic behaviour (Kostova and Roth, 2002).

Furthermore, Kaufman (2016) claimed that in the discipline of international and comparative human resource management, the examination of convergence and divergence frequently emphasise the growing global competition as the primary factor influencing firms' selection of HRM practices. However, there is a lack of comprehensive analysis regarding the economic rationale and evolving nature of global competition and development. Hence, due to this rationale, the two primary models employed to explain convergence and divergence patterns, namely the universal and contextual models, exhibit deficiencies in certain key areas and yield partial and, at times, erroneous forecasts and interpretations. The supporters offer recommendation to incorporate updated definitions and metrics of HRM convergence-divergence. Additionally, they emphasise the significance of economic models pertaining to trade and location, and their potential applicability in predicting patterns and trends in convergence-divergence. Al Ariss and Sidani (2016) have identified some limitations in the existing body of comparative research on

International Human Resource Management (IHRM), namely in the areas of people management, global mobility, and diversity. The level of adherence of HRM practices to universally applicable Western best practices is a subject of debate within the discipline. The authors of this study provided evidence for the notion that the distinct socio-cultural and institutional settings in which each human resource management (HRM) practice is implemented significantly impact the corresponding theories and practices. The concept of cross-vergence, which posits that HRM practices are influenced by a combination of local and global influences, is being substantiated by empirical evidence. However, it has been argued by Brewster, Mayrhofer, and Smale (2016) that the two primary branches of the international HRM literature rarely converge and have instead pursued distinct trajectories with minimal consideration for each other. The primary emphasis of HRM in multinational corporations (MNCs) is the transfer of practices and the differentiation of standardization. On the other hand, comparative HRM primarily seeks to examine the similarities and variations in HRM practices across different geographic contexts. Furthermore, the writers highlight the benefits that may be derived by integrating these two streams in order to advance both theory and practice. The implications of these theories will include domestic as well as international contexts, as multinational companies (MNCs) will position themselves in relation to either dimension based on rational factors such as regional market dynamics, the ownership structures, behavioral differences, strategic decision-making, and regulatory institutions.

2.9.3. Convergence-Divergence in Regional Non-Western countries

This section reviews the literature on the convergence-divergence of human resource management and performance management practices in South-Asian countries. They have many similarities with the Pakistani market, both historically and politically. There hasn't been nearly as much scholarly study done in this area of performance management as there has been in the West.(Hafsa Shaukat et al., 2015; Jackson, 2010; Menon, 2019). Therefore, understanding these limited relevant studies may enhance awareness of the convergence-divergence debate in this region and may provide future research direction.

There is a clear distinction between the level of mature human resources management (HRM) practices, including performance management, in developing countries in South Asia and developed countries in the West, such as the US and UK (Absar et al., 2012; Ayentimi et al., 2017a). It is worth noting that modern HRM and performance management practices have a long

history of research and development in the West (Budhwar and Sparrow, 1998; Gooderham et al., 2019; Sparrow, 2007).

The member states of the South Asian Association of Regional Cooperation (SAARC) were studied by Colakoglu et al., (2016) and include Pakistan, India, Bangladesh, Nepal, Sri Lanka, and Bhutan. This region has a lengthy history that dates back thousands of years and almost all major religions have followers there. The World Bank and United Nations report that the region has a population of 1.84 billion people, with urban areas comprising 34% of the population. The gross national income (GNI) per capita is \$1,923, and the total gross domestic product (GDP) is \$3.54 trillion. These numbers have been steadily increasing over time and the management of such a large human resource base, whether with structured systems and processes or not, presents challenges (World Bank Group, 2019).

According to the United Nations Development Program's Human Development Index report from 2019, only Sri Lanka and the Maldives are considered high human development countries in comparison to other countries in the region. Bhutan, India, Nepal, Bangladesh, and Pakistan, on the other hand, are classified as medium human development countries due to factors such as lower standards of living, high poverty rates, limited education opportunities, and shorter life expectancies. The South Asian region (SAARC) plays a significant role in the global economy, with 25% of the world's middle class consumer base and largest working-age population. It should also be noted that the region has strong religious influences, including Islam, Hinduism, and Buddhism, which cannot be overlooked (as cited in (Abu Bakar et al., 2018; van Dijk, 2017; Waxin and Bateman, 2016).

Colakoglu et al., (2016) conducted a comprehensive study to examine the relationship and correlation between HR values in MNCs based in the US with subsidiaries in South Asia and local organizations. They sought to determine the acceptance of US-centric HR practices in both US-based subsidiaries and local companies. The study, which included a range of business lines and cross-functional departments in cross-sector companies, found a general convergence of Western HR values and the internationalization of HR practices. The research concluded that HR policies and practices are more widely accepted in South Asian US subsidiaries compared to local organizations, which aligns with the findings of Khilji (2002) and Khilji and Rao (2013) in their research on the Pakistani market. This will be further discussed in the Pakistan-specific research

section later. However, it is important to note that this conclusion may be criticized for potentially oversimplifying the complexity of the acceptability of HR practices in the region and not adequately considering the diverse cultural and economic factors at play.

US-based subsidiaries in the South Asian region tend to have a more structured approach to HRM, including performance management practices, and place a greater emphasis on the value-added contribution of HRM compared to local, family-owned organizations (Beer et al., 2015; Saini and Budhwar, 2008). This is due, in part, to the fact that US subsidiaries have a longer history of HRM evolution and a deeper academic foundation for defining, designing, and implementing HRM practices that align with organizational goals (Ayentimi et al., 2017). In contrast, local South Asian organizations often have less experience and academic depth in HRM, which can be a challenge for HRM to become a value-added institution.

Colakoglu et al., (2016) examined the cultural differences in the HRM value proposition in the leaders of South Asian region and questioned the adoption (convergence) and cultural norms that may limit such adoption (divergence). However, despite some differences with traditional local norms, supported Western HR practices are being adopted for competitive advantage in the region. These practices are seen as a substantial predictor of organizational performance (Ali & Brandl, 2017; Khilji & Rao, 2013). Additionally, Colakoglu et al., (2016) conducted a study that examined the adoption of Western HR viewpoints in local institutions in the South Asian region. The research found that US-based subsidiaries operating in the region had a higher acceptance and were more successful in implementing high-impact HR practices compared to local organizations. MNCs also made small modifications to their policies to fit local norms, regulatory frameworks, and strategic direction to maintain a competitive advantage. This suggests that a convergence model may be more advantageous for MNCs. This argument is in line with a more strategic approach to HRM that supports the universalistic model, which posits that best HRM practices are effective in any context.

There are two limitations in the study by Colakoglu et al., (2016) that must be highlighted. Firstly, the use of subjective performance data collected through a survey measure may introduce bias into the results. Secondly, the relatively small sample size considering the economic scale of the region. Based on the findings, researchers recommend expanding their data collection efforts to include more organisations and employees. To address the challenges and cultural differences in HRM in

the South Asian region, it may be useful to consider solutions such as: Providing training and development opportunities for local HR professionals to build their knowledge and skills in HRM, Implementing a more tailored approach to HRM that takes into account the unique cultural and economic factors in the region; Leveraging the strengths of both Western and local HR practices to create a hybrid approach that is effective and culturally sensitive. Collaborating with local HR professionals and organizations to exchange ideas and best practices.

South Asian countries, including Pakistan, India, and Bangladesh, have a history of seeking independence from British colonial rule and this legacy continues to influence contemporary practices in these countries (J. Wong-Mingji et al., 2014; Jhatial et al., 2014a; Nadeem et al., 2018). Most leaders and managers in these countries have received education from Western institutions, which has contributed to the prevalence of Western-influenced leadership and human resource management practices (Maharjan and Sekiguchi, 2016a, 2016b). These countries also attract foreign direct investment from Western MNC companies due to their low labor costs and access to a high-skilled workforce (Budhwar, 2012; Budhwar & Björkman, 2007). Examples of Western investments in these countries include the Japanese joint venture Maruti-Suzuki and the GE Aviation Centre and Microsoft Centre of Excellence in Bangalore. Multinational corporations are also attracted to establishing subsidiaries and local partnerships in these countries due to the relatively low cost of talent and the high unemployment rates and educated workforce in the region (Ali and Brandl, 2017; Khilji and Rao, 2013; Cornelius et al., 2016; Harrison and Haslberger, 2016; Jackson, 2010; Zaman and Khilji, 2013). However, this model also puts pressure on these countries to converge with Western human resource and performance management practices (Ayentimi, Burgess and Brown, 2018b; Mahmood, 2015; Rui et al., 2017). This low-cost business model gives multinational corporations a competitive advantage (Boudreau and Lawler, 2014; Rowley and Abdul-Rahman, 2007).

Several regional studies have shown that the convergence of multinational corporations' human resource management practices is more widely accepted in the major financial centers of South Asia, such as Mumbai and Bangalore in India, Karachi, Lahore, and Islamabad in Pakistan, and Dhakka in Bangladesh (Asia et al., 2013; Krishnan, 2005; Raziq and Wiesner, 2016; Singh and Rao, 2017). Hence it can be argued that a vast majority of the population was expected therefore questioning the validity. It is also worth noting that in Pakistan, Bangladesh, and India, the educational system and corporate governance structures are influenced, either consciously or

unconsciously, by US-UK models, and the impact of Western HRM practices is also prominent (Ahmad, Allen, et al., 2019; Mahmood and Khilji, 2013). South Asian organizations also face challenges in standardizing their practices and face pressure from competitors using leading HR practices driven by multinational corporations (Ayentimi, Burgess and Brown, 2018b; Rubery and Grimshaw, 2002).

According to Maharjan and Sekiguchi, (2016a), Japanese leadership style, characterized by trust and loyalty, may be more effective in the South Asian context than the individualistic, "hire and fire" mindset that is more common in the US. Research on human resource management practices (Jacoby, 2007; Maharjan and Sekiguchi, 2016b, 2016a) has identified the strengths of Japanese practices, such as collective decision making, ownership, and accountability. Jacoby, (2007) suggests that a "hybrid" approach that combines US and Japanese practices while taking local cultural differences into account may be the most effective. This approach has been validated by empirical research (Jacoby, 2007). Additionally, Rao, (2007) argues that the adoption of Japanese management practices by US companies puts pressure on local organizations to adopt similar practices in order to remain competitive.

In addition to being major players in the international economy, multinational corporations (MNCs) influence business strategy and human resources practices throughout the world in significant ways (Edwards et al., 2016a; Geppert et al., 2016; Pfeffer, 1996). In their study of a South Asian call centre environment, (Batt et al., 2009) assert that multinational corporations have a significant impact on national norms and employment practices. A deeper understanding of MNCs' role is critical as to how and why they operate similarly or differently in multiple jurisdictions Edwards et al., (2016) argued. As a result of institutional and cultural differences, MNCs' human resource management (HRM) policies and practices may differ from those in less-developed economies (Ayentimi, 2018b; Björkman et al., 2008). Ayentimi, (2018b) argues that in contrast, a regulatory institutional setting is also critical. Additionally, multinational corporations' policies and practices are influenced by the cultural and normative framework of their home country and their local isomorphism. As a result of local isomorphisms, adapting to global HRM practices in subsidiaries can be challenging. The research on institutionalization in HRM has relied heavily on institutional sustainability and culture according to Freng and Haugland, (2011).

In their study, Brewster et al. (2017) analyzed the human resource management (HRM) practices of both local firms and foreign subsidiaries of multinational corporations (MNCs) across various market economies. They used institutional theorizing to better understand the process and outcome of convergence and divergence. The data collected from nine countries over a decade showed that the extent and pattern of convergence and divergence were nonlinear. This shows that the implementation, adoption, and convergence/divergence of HR practices may vary depending on the market economy's political ideology and whether the firm is local or foreign-owned. Farndale et al., (2017) found that reward and benefit practices are more institutionally constrained and less likely to converge than career training practices. Fey et al., (2000) argued that understanding why MNCs transfer HRM values to host-country subsidiaries is critical to understanding their convergence push. By leveraging firm-specific advantages, an MNC with core HR values gains a competitive advantage in the local market. When MNCs build a shared vision around core values, it is easier to integrate operations across borders (Colakoglu et al., 2016). Process standardization can further control MNC subsidiaries (Martinez and Jarillo, 1989). In addition, MNCs are more inclined to export HRM including PM practices to countries where there are no established HRM models or if local and conventional HRM practices pose a threat to the profitability of local subsidiaries. (Miah et al., 2003; Myloni et al., 2004).

While assessing performance management practices in local and multinational contexts, Tony (2018) points out that rather than adopting an institutionalist approach outright, it needs to be applied in a way that is sensitive to dual institutional fields within some economies. Thus, he recommends a hybrid brand of institutionalism that is sensitive to national contexts. He also identified practices, such as individual performance appraisals in MNCs, that are widespread which organisations may perceive as detached from local institutional influences. It is evident that these practices have become part of the way MNCs operate in both groups, regardless of their national context. A convergence view is consistent with this part of the explanation. However, this cannot be the whole picture because most of these practices and policies are not universal and the debate is far from over.

A critical component of convergence divergence debate is the type of ownership of the organization. Extensive research has been conducted on family businesses in both developed and emerging countries (Andres, 2008; Miller and Le Breton-Miller, 2021) and emerging (Briano-Turrent and Poletti-Hughes, 2017; Nashier and Gupta, 2020; Zhuang et al., 2020). While some

scholars apply the stewardship perspective to highlight the positive aspects of family involvement (Flamini et al., (2020); El-Chaarani, (2013) , others employ the reductionist perspective to focus on negative aspects (Muttakin and Khan, 2017 ; Beuselinck and Deloof, 2014).

Family-owned-run businesses, one of the oldest forms of business organization, generate a substantial amount of economic activity worldwide, contributing significantly to economic growth and wealth creation (Massis et al., 2018; Gurd and Thomas, 2012). Families possess unique resources that provide them with a strategic advantage (Zaefarian et al., 2016; Chrisman et al., 2010). However, issues such as family involvement in day-to-day operations need to be addressed (Chen et al., 2021; Sánchez-Marín et al., 2019). Empirical research in the Pakistani context has been limited, particularly in the area of Family Firm Human Resource Management (HRM) and performance management practices (Khan and Ahmad, 2021).

South Asian countries, such as Pakistan, have collectivist and power-based societies, which may lead to prevailing favoritism among family members working in family firms (Combs et al., 2018; Daspit et al., 2018). Leadership style amongst Pakistani family firm owner is extremely dictatorial and authoritarian, argued Iqbal et al., (2020).

Non-family members in family businesses may face issues of favoritism, while family members' interference in day-to-day operations raises concerns about the objectivity and transparency of organizational processes, including financial reporting, people management, and business strategy (Chang et al., 2020; Menon, 2019). These authors argued and pointed out that the involvement of family members in the daily operations of an organization can potentially compromise the impartiality and openness of key organizational processes, including financial management, reporting, people management, and business strategy. This highlights a noteworthy contrast between family-owned businesses and non-family-owned ones, particularly in the area of systematic human resource practices.

In South Asian countries, including Pakistan, business groups play a crucial role in economic development (Menon 2020). However, due to weak corporate governance structures in family firms of the region, these groups may be in a strong position to gain private gains by expropriating minority shareholders' resources and using their voting rights and executive positions in Pakistani context, Khan and Kamal, (2022). Understanding family firms is essential because they have major ownership with controlling rights, Hussain and Safdar, (2018), and most firms in Pakistan are

family-owned, with high ownership concentration (87% of listed organisations in Pakistani Stock Market major family members ownership).

In South Asian local organizations, challenges have been identified in implementing a merit-based and objective performance management culture (Nadeem et al., 2018; Nadeem and Kayani, 2017; Rao, 2007; Singh and Rao, 2017). These challenges include biases and favoritism in employee performance assessment practices. In the Indian context specifically, managerial reluctance to provide honest feedback has led to skepticism and resistance towards implementing objective performance management systems (Mamman et al., 2009). As a result, there may be a divergence from the Western HRM model (Khilji and Rao, 2013).

For performance management to have a positive impact on organizational culture, it is important for top leadership to take ownership of the process and communicate the organizational vision and key performance indicators (KPIs) to all levels of the organization (Pulakos et al., 2019; Rao, 2007). Leadership qualities such as accountability and commitment are also crucial for the success of HR-related practices (Lawler et al., 2012; Martin et al., 2016; Pulakos et al., 2015). In the Indian context, a lack of accountability and ownership, as well as a disconnection between employee and organizational objectives, are major challenges faced by local organizations (Rao, 2007; Saini and Budhwar, 2008). These challenges are also present in limited studies conducted in Pakistan (Islam, 2004; Safdar et al., 2010).

Another major South Asian country Bangladesh is undergoing modernization and attracting foreign direct investment under the influence of globalization, but local companies and businesses, which are predominantly family-owned, have a very conservative view of HRM and performance management practices (Alima and Pangil, 2018; Khilji and Rao, 2013; Miah and Hossain, 2014; Mutasim Nik Ab Rahman et al., 2013). This may be because these organizations see HR interventions, including performance management best practices, as overhead costs rather than assets that contribute to organizational performance (E. Khilji and Keilson, 2014; Miah et al., 2003; Miah and Hossain, 2014). However, in contrast, a study by Absar et al., (2012) of the garment production industry in Bangladesh found that performance management systems had a positive effect on organizations' profitability, and that an effective performance appraisal system was the biggest contributor to positive performance outcomes, followed by compensation and benefits, training, and development.

Research on convergence and divergence in the South Asian region has indicated that human resources and performance management practices are becoming more closely aligned with business goals and that there is a growing focus on transparently formalizing the practices in the region (Budhwar et al., 2016). However, it may be too early to conclude that there is a hard convergence and or divergence of human resources and performance management practices in the South Asian context due to the influence of multinational corporations and local cultural norms (Al Ariss and Sidani, 2016b; Warner, 2000). Studies suggest that a "cross-vergence" or "hybrid model" combining traditional South Asian cultural traits with Western best practices may be more effective and relevant (J. Wong-Mingji et al., 2014; Khilji, Wang, et al., 2010; Miah and Bird, 2007). The relationship between HRM-PM-Organisations performance is still being heavily debated in Western economies (Cho and Payne, 2016; Goler et al., 2016; Harzing and Sorge, 2003). Hence, in order to increase understanding of this relationship in the developing countries in general and South Asian region particular , multiple scholars (Adams et al., 2017; Baddar Al-Husan et al., 2014; Budhwar et al., 2020; Guest and Conway, 2011) have called for a broader debate that includes other geographical regions, hence exploration, modification and evolution to existing underlying theories.

It has been argued that (Levitt, 1983; Prentice, 1990) embrace the HRM practices convergence approach, which implies that organizations tend to converge management practices by bypassing local management practices and norms due to competitive economic pressures; Malik, Pereira, et al., (2021); McSweeney et al.,(2016) disagrees.

A further consideration is that the majority of published research supporting a correlation between HR practices and performance management is of North American origin (Budhwar and Sparrow, 1998). Because most industrial MNCs originated in the United States and Britain, their respective strong organizational cultures can be intimidating to developing countries due to their economic influence (Mellahi et al., 2011). In spite of the wide range of literature on HRM's nature, evolution, alignment, and financial bottom-line impact, Guest (1997), Guest et al. (2003), and Sparrow (2000, 2007 & 2008), suggested that there has not been enough UK-based investigation into the correlation between HRM and organisational performance. Research quality coming out of the US, however, has been criticized by Wood and Albanese (1995) and Wood (1999). Furthermore, Wood and De Menezes (1998) failed to establish conclusive relationships between HRM and performance.

Khilji (2013) and Khilji et al. (2010) explored the applicability of divergence-convergence models of HRM. Non-Western contexts have only seen a fraction of the research studies, specifically in Asia, including the Middle East and Asia-Pacific. Developing countries might be attracted to Western and Anglo-Saxon best practices (Markoulli et al., 2017) due to inferiority complexes, Al Ariss and Sidani (2016) argued. Based on a limited sample of Asia-Pacific markets, Khilji (2003a) and Khilji et al. (2010) contend that convergence and divergence cannot be addressed by a single dominant approach. The authors suggested that rather than trying to justify one extreme over the other, the best option was to achieve the best combination of convergent and divergent practices, depending on business and organizational requirements.

In a landmark study of HR leaders, Jacoby (2007) analyzes, in the context of his study of Japan and US HR practices, how globalization and best fit / best practices convergence are influencing business today. As a result, he concluded that Japanese and American companies are seeking a competitive and economically viable market model. In both Japanese and US business organizations, Jacoby (2007) argued that decision-making speeds vary. In some HR practices, the author observes convergence with the US model. While Japanese organizations desire to maintain a competitive advantage, they are divergent from their US counterparts by keeping hybrid practice solutions. Despite the exchange of best practices, both Japanese and US corporations maintain unique methods of human resource management, which impact the way organizations operate, compete, and govern. In contrast, global multinational organization, such as General Electric, IBM, Google, Microsoft, Boeing, and PEPSICO, with its powerful organizational culture and norms, may, however, be able to influence HR practices across geographies whether intentionally or unintentionally. As a result, developing and under-developed countries and economies face additional pressure to comply and converge (Rubery et al., 2011, 2014; Rubery and Grimshaw, 2002).

In addition, organizations ranging from multinational corporations (MNCs) to local and regional businesses face the dilemma of adopting HR best practices that are primarily Western or Anglo-Saxon, including performance management practices, as a result of globalization and standardization. (Kutaula et al., 2020). Guest (2003) found higher utilization and usage of HR practices may positively impact employee attrition and turnover, resulting in greater organizational profitability and productivity. However, the study could not establish a positive correlation between HRM practices regarding year-on-year business profitability. However, Do et al., (2020)

and Ahmad et al. (2015) challenged the applicability to this notion and argued in a non-Western and developing countries context where employee skill and knowledge base are not as high as in Western developed economies.

Nadeem et al. (2018); Ahmad et al. (2015), Khilji (2003) noted that HRM practices is in its early stages of maturity in developing countries and that there is a need to improve understanding and the value-added contribution that can be made to organizational culture and effectiveness. Budhwar et al. (2015) and Khilji et al. (2010) argued that the market in developing countries saw an entry into global HR-performance management methods and a shift toward PM approaches among the younger, western educated and influenced population. However, Guest (2011) and Sparrow et al. (1998) argued that non-Western contexts may provide insights into the HRM-performance connection from a different perspective that is not yet explored.

Several scholars (Arshad et al., 2014; Katou et al., 2010), conducted research on Middle East multinational companies with a mixture of locals and natives as line managers. Their studies suggested that a major difference between the HR practices of western countries and those in developing countries is that western HR practices are individualistic and profitability driven. To achieve organizational financial objectives, employee exploitation is considered against local cultural and religious norms. It adds new dimension to the debate surrounding best practices and best-fit HRM approaches. Furthermore, Afiouni (2014) and Mellahi et al. (2011) researched the utility of Western-driven human resource practices across middle eastern regions, suggested that with line managers mindset to avoid conflicts and confrontation, unable to implement western human resources best practices. Budhwar and Mellahi (2016) argued the need to understand regional and country-specific dynamics that may assist organizations in generating better competitive positioning.

Best practices may be viewed as the basis of strength, i.e., being ready to implement a solution. On the other hand, they are a hindrance and conflict with local cultural norms and values. This debate may also advance the insight of wide-ranging questions linked to corporations' authority and influence on human resource practices, including performance management.

Having examined the ongoing discussion surrounding the best practice and best fit approaches to HRM practices, particularly PM systems. The subsequent section is crucial as it explains the significance of adhering to the PM process for organizations. It also highlights the challenges that

organizations encounter when attempting to implement it effectively, which ultimately shape and influence the performance management (PM) process.

In summary, the discussion above suggests that human resources and performance management practices in the South Asian context are in the early stages of institutionalization. However, local companies and leaders will continue to face pressure to adopt Western HRM practices due to increased competition and the challenging business environment (Ali & Brandl, 2017; Colakoglu et al., 2016; Khilji & Rao, 2013). These studies have contributed to an increased understanding and partial acceptance of Western best-fit HR view point in the South Asian context and highlight the value of engaged employees in creating long-term competitive advantage (Ali and Brandl, 2017; Thite et al., 2016; Tripathi et al., 2021). The next section will discuss the limited research on HR and PM strategies in MNCs and local businesses in Pakistan.

2.9.4. Convergence Divergence – Cultural Theory and Pakistan

There are several key arguments in the research of human resource management practices; these include understanding universalist, contextual and institutional factors influencing the convergence-divergence debate from an international perspective (Ayentimi, Burgess and Dayaram, 2018; Budhwar and Debrah, 2009). Important to note that multiple arguments exist around the transfer of largely Western based HR practices across the globe. This section utilizes the convergence/divergence (C-D) framework to explore this that body of literature.

The importance of PM as a process within the cultural context of respective countries and regions is of vital importance. Because it with human resources management and PM strategies, that involves setting goals and objectives, monitoring progress, and providing feedback to employees in order to enhance organizational performance resulting in better adherence to organizational goals and objectives success, Baddar Al-Husan et al., (2014). According to Pfeffer and Veiga, (1999), effective performance management can have a positive impact on a company's bottom line because it helps to align employee goals with the goals of the organization, which can lead to increased productivity and profitability. Combs et al., (2006) supported the notion that companies with effective performance management systems had higher levels of financial performance compared to those without such systems. However, research suggests that alignment and correlation between PM and business performance is a highly complex undertaking. For example,

Guest, (1997) found that the relationship between performance management and business performance was not necessarily linear, and that the impact of PM system on business deliverables was reliant on various factors such as the organizational context and the individual characteristics of employees. Similarly, Purcell, (1999) found that the effectiveness of PM was influenced by the quality of the relationships between managers and employees. Denisi and Murphy, (2017) and Zhu et al., (2018) argued on the role of organisations institutional and national cultural differences in shaping the effectiveness of performance management theory and systems. These cultural differences can lead to variations in the manner that PM is practiced and outcomes that it produces. Additionally, changing business dynamics can make it difficult for organizations to maintain effective PM systems over time (Guest and Woodrow, 2012).

IBM employees in Pakistan were part of the original survey in 1980. Hofstede defines Pakistan's culture as Collectivist, High-Power, High-Uncertainly Avoidance, and Masculine. Relationship-influenced decision-making in some institutions explains the dominance of nepotism and favoritism. It also validates collectivist culture. Hence, acceptance of unfairness and high-power distance prevents organizational transparency and accountability. Power is concentrated at higher levels with titles and designations. Consequently, power without adequate accountability may lead to misuse and corruption. According to Hofstede (1980) (1991), Pakistani society is inclined toward high uncertainty avoidance, which may lead to change avoidance, slow decision making, and its selective implementation. Islam (2004) elaborates that this will lead to injustice hence, favoritism and corruption. Furthermore, Islam (2004) articulated Pakistan's masculine mindset may be the reason for gender discrimination and biases. Islam (2004) also suggested that status, the concept of shame, hierarchy, and materialist-based relationships are significant values, whereas everything else is secondary and irrelevant. Hofstede's research has widely been adopted and also criticized by academic researchers (McSweeney, 2002; Minkov and Hofstede, 2011). Hofstede missed the depth of underlying cultural constraint of Pakistani society and the feudal mindset of the rich and famous.

The Globe study did not include Pakistan in its original work (House et al., 2004). However, Nadeem and Sully De Luque, (2020) sought to bridge the gap by conducting a detailed study of Pakistani society while utilizing the original Globe methods and instruments. Through this study, cross-cultural management practice was enhanced as well as useful insights and a synopsis of Pakistani leaders, managers, and investors and business operations were provided. This study

provided a valuable insight into Pakistani culture based on the findings of the data analysis. Contextualization of House et al., (2004) work to Pakistani context provided extremely pivotal insights. Nadeem and Sully De Luque, (2020) utilized the original GLOBE research instruments and methodology (GLOBE Methodology discussed earlier in the chapter) to collect data from one hundred fifty-two middle managers from local organisations covering a cross-industry sample. Observations from the study indicate that Pakistani society uses power distance, in-group collectivism, and in-group loyalty to maintain its power. Conversely, gender equality and assertiveness score poorly on cultural dimensions. According to the authors, Pakistani society wants to create a more equitable society; however, conflict and assertiveness are viewed negatively. This study is pivotal because it provides a comprehensive overview of Pakistani societal traits based on the Globe survey. Pakistani organizations are equally influenced by 'in-group collectivism', especially those owned locally rather than multinational corporations (Ahmad, Munir, et al., 2019; Nadeem and Kayani, 2017; Saher and Mayrhofer, 2014b). Researchers have debated whether these cultural practices are ethical (Berman et al., 2013; Nadeem and Kayani, 2017, 2019; Xiao et al., 2020). Consequently, human resources and performance management practices may support nepotism and personal favors (Islam, 2004). In the same vein, authors like Khan et al., (2013), Nadeem and Kayani, 2017 and Riaz et al., (2012) argue that performance management, performance rating, pay and rewards, promotions, and succession nominations are influenced by favoritism rather than meritocracy in Pakistani society. Other South Asian collectivist countries, such as Bangladesh, India, and Sri Lanka, may practice similar practices, where managers and staff have been shown to increase performance ratings and pay when their interpersonal relationships are positive. (Absar et al., 2012; Hossain et al., 2015; Nik et al., 2013; Rahim and Islam, 2019).

When looking at the institutional collectivism factor, Pakistan scores poorly. Nadeem and Sully De Luque, (2020) indicate that initiatives based on institutional or organizational favoritism-based rewards are less acceptable, even though its high in-group collectivism ranking. Conversely, due to the dominance of the feudal system in Pakistani culture, individual freedom and the pursuit of social good are suppressed. Bilal et al., (2020) claim that these feudal have also controlled the military, government, and politics in addition to the agricultural system. Therefore, the uneven allocation of collective resources in Pakistan is consistent with the country's high power distance score. Janjua et al., (2019) and Jhatial et al., (2014). It remains unclear whether power distance

affects Pakistan's human resource practices, according to Ali and Brandl, (2017). In spite of Pakistan's high score on social power distance, Nadeem and Sully De Luque, (2020) highlighted a correlation between the organization level and a low score on "institutional collectivism." This is significant because businesses that want to foster a culture of low power distance may be successful if they use effective change management tactics. As well as providing a clear explanation of the benefits of collaborative management to the organization and individuals. (Nadeem and Sully De Luque, 2020; Yaseen and Afghan, 2016).

According to Nadeem and Sully De Luque, (2020), the assertiveness orientation results in Pakistan indicate that people are not assertive. It can be concluded from the study that Pakistani society avoids confrontation, values collectivism, and desires low assertive behaviour. In terms of individuals, Pakistan resembles a highly humane and caring nation, Ahmad and Allen, (2015) ; Saher and Mayrhofer, 2014). Moreover, the study highlighted on Pakistan's humane attitude, where people actively strive to be kinder, more kind, and more helpful to one another. This finding provided a unique aspect of Pakistani culture.

In conclusion, with Pakistan as one of the important global players economically and politically, understanding cultural compatibility with Western Anglo-Saxon HR practices within the country's culture is essential (Ahmad, Allen, et al., 2019; Irshad, 2015; Mirza et al., 2019). A majority of US-UK MNCs adhere to Anglo-Saxon HR methods (Ayentimi et al., 2017; Chaudhry, 2013; Safdar et al., 2010). As a result of its willingness to eliminate power distance and boost gender balance, Pakistani society is showing signs of "Western HR Practice Convergence," but also displaying a strong tendency to in-group collectivism and low assertiveness, Nadeem and Sully De Luque, (2020). Several limitations arise from the fact that the data largely covers the main metropolitan cities (Karachi, Lahore, Islamabad, and Peshawar). An opportunity to investigate probable cultural norm disparities across additional regional districts where the majority of Pakistan's population resides (i.e., 75% population live in rural Punjab, Sindh, Khyber Pakhtunkhwa, Baluchistan, and Gilgit-Baltistan) and their ethnic groups. As a result, when decoding institutionalism in Pakistani sub-cultural and ethnic in regional cultures be distinguished and compared. It is important to highlight the contribution by Abbasi and Shamim, (2012) analysis and argument that showed managers of different ethnicities in Pakistan's corporate sector have varied cultural orientations, which might help industry experts design strategy patterns for managing diverse workforces. There are five major ethnic groups in Pakistan, according to the

author: Punjabis, Saraikis, Muhajirs, Balochs, and Pashtoons. The author examined how cultural values and norms may impact the transparency of performance management system in Pakistani corporate sector. The Punjabis and Saraikis were found to be more individualistic and competitive. It may be due to feudal influences, which led to a greater emphasis on individual accomplishments. On the other hand, the Balochs and Pashtoons are more collectivistic and place greater importance on group harmony. It might be due to the importance of maintaining social relationships in these groups and to the importance of group harmony in decision-making. There was evidence that the Muhajirs were open-minded and flexible in the face of unpredictable and challenging circumstances. Furthermore, they possess a low power distance, indicating that they value fresh ideas and proposals and are open to new ideas. Despite this, their leadership style was also described as aggressive and authoritarian.

Overall, the findings of Abbasi and Shamim, (2012) highlight the importance of understanding cultural diversity within national cultural monocultural context in the workplace and how it may impact organizational HR practices including performance management. It is important for managers to be aware of these differences and to adapt their approaches accordingly in order to create a more inclusive and fair work environment for all employees.

Global economic activity is shifting as major multinational organisations create new joint ventures and face intense competition to diversify. Several authors have argued that economic indicators will continue to shift towards China, the Middle East, Indonesia, India, Malaysia, Singapore, South Korea, and Japan (Frankopan, 2015; Harrison and Haslberger, 2016). House et al. (2004) suggest that decoding cultural boundaries will be important in navigating these changes, and this will be discussed in more detail in the convergence and divergence section.

Brewer and Venaik, (2012) also argued averaged scores on national dimensions cannot accurately predict an individual's behavior and may not accurately represent cultural behavior. In addition, authors argued that Hofstede and GLOBE's measures of national culture are not reliable or valid for use at the individual, institutional or organizational level. This is important because national culture models should be used cautiously in research and practice because they have been criticized and may not accurately measure cultural constructs. It is important to study individual and group differences in values like individualism and collectivism using valid scales that consider the context and level of analysis. Stereotyping based on nationality is not a reliable or appropriate

practice in management. Venaik and Brewer (2019) have raised concerns about the value and relevance of cross-cultural studies, despite the ongoing efforts to better understand this complex and important aspect of social, institutional, and individual behavior. Further research is necessary to fully grasp this topic.

2.9.5. Convergence Divergence - Pakistan Context

The previous section reviewed the literature on convergence – divergence of Human resources and performance management practices in the context of the South Asian region. This section explicitly examines the scant research on human resource and performance management strategies across MNCs and local businesses that have been done in the Pakistani setting. Furthermore, this study tends to make theoretical contribution by studying relationship amongst key components of PM and perception of western performance management practices while having MNC and family run firms as moderator.

Some preliminary work on the convergence-divergence of human resource management practices in Pakistan was carried out several years ago by Khilji, (2002). Her research applied qualitative semi-structured interviews to explore human resource management (HRM) practices in US-Western European MNC banks. The study was appealing because she suggested that both divergence and convergence may occur simultaneously directly depending on organisational needs. The findings challenged the theory that convergence of best practices only happens in one direction, from MNCs to subsidiaries, in developing countries like Pakistan. Instead, the author argued that learning from best practices can also be from subsidiary to MNC Head Office. The author concluded that convergence of human resource practices is a useful approach overall, given the open acceptance of Western human resource management practices amongst MNCs in Pakistan.

In this landmark and pioneering study on convergence divergence in Pakistan, Khilji (2002) highlighted two important themes emerge about the people of Pakistan. Firstly, the positive aspects of welcoming change into existing HRM practices. Hence, organizational practices become the incorporation of many MNC-influenced ideas. Secondly, organizations in developing countries like Pakistan struggle to choose between the conservation of core values and modernization of HRM practices. The study found to have convergence and divergence complement rather than compete against each other. Khilji's work (2002) argued that Pakistani-based MNCs had strong adaptability to global best HRM practices. However, the study is based on a small sample of

financial services organizations. This research offers valuable insights into understanding the convergence-divergence debate.

Chiang et al., (2017) argued that there is a scarcity of research in the field of human resource management (HRM) in South and South-East Asia. However, Ali and Brandl (2017) noted that there has been a surge in scholarly activity in Pakistan over the past fifteen years due to increased funding from the Pakistani government and a new interest in management and HRM practices. The culturally diverse and strategically located country, with a growing number of local companies, is seen as a promising area for future research (Ahmad et al., 2019; Ali and Brandl, 2017).

According to Khilji, Zeidman, et al., (2010) and Irfan et al., (2009), some Pakistani companies tend to adopt a professional and progressive approach to managing people and organizations, which involves less reliance on informal networks, nepotism, groups, and hierarchy. Jhatial et al. (2014), Ahmed (2015), and Khilji (2002 2013) also observed that Pakistani managers aspire to adopt US management practices due to a number of reasons, such as the perceived efficiency and results-orientation of these practices compared to the UK management style (Jhatial et al., 2014a; Tiwari and Saxena, 2012).

Several authors have pointed out that the "Sifarish culture" prevalent in Pakistani society, particularly in local companies, can have negative impacts on values systems and lead to unethical behavior. This culture, in which mutual favors are seen as normal, may prevent domestic organizations from promoting a pay-for-performance, merit-based culture, training, and compensation. However, Ali & Brandl (2017) suggest that multinational corporations (MNCs) in Pakistan may be more likely to implement rigorous performance review practices due to stronger corporate governance. The influence of "Sifarish" on decision-making has also been noted in other parts of the world, such as the Middle East (where it is called "Wasta"), China ("Guanxi"), Russia ("Blat"), and Cuba ("Sociolismo") (Saher and Mayrhofer, 2014a). The practice of "Sifarish" has been linked to bias, favoritism, and prejudice in human resource practices such as performance management, recruitment, promotions, and salary increases (Nadeem & Kayani, 2017). This can compromise the ethical values and objectivity of decision-making. While progress has been made in recent years towards merit-based performance management practices, the influence of "Sifarish" on decisions remains a challenge, particularly in local organizations and domestic businesses

(Malik & Aslam, 2013; Nadeem & Kayani, 2017). Jhatial et al. (2014) argue that in the Pakistani context, the "Sifarish curse" gives an advantage to non-performers in performance assessments and pay decisions over those who rely on meritocracy. As a result, this negative practice continues to impact decision-making in both MNCs and local firms (Saher & Mayrhofer, 2014). A key driver to this practice is the geo-political system in Pakistani society, where it is a strong cultural norm to exchange favors and maintain community networks, which can compromise the professional objectivity and transparency of any objective system (Ahmad, et al. (2019); Gulza et al., 2014).

Similarly, in Pakistani society, it is a strong cultural norm to exchange favors and maintain community networks, which can compromise the professional objectivity of high-performance work systems (HPWS) practices (Ahmad, Allen, et al., 2019; Ali and Brandl, 2017; Gulza et al., 2014). Given the pressure of these social norms, local organizations are unlikely to implement unbiased performance management systems (Jhatial et al., 2014b; Nadeem & Kayani, 2017; Riaz et al., 2012). As a result, decisions regarding compensation and rewards are often based on performance reviews, leading local organizations to be less likely to implement these practices (Ahmad et al., 2019). However, some convergence has been observed in MNCs, with practices such as performance management (including performance appraisal and feedback), training, and career development being more openly adopted in these organizations compared to their use in local organizations (Ahmad et al., 2019). Additionally, the "Sifarish" cultural norms tend to pressure line managers when implementing merit-based compensation decisions in local organizations (Bilal et al., 2020; Khatri P. and Chong, T.F., 2010; Nadeem and Kayani, 2019).

There is a lack of research on human resource (HR) practices in Asia, including Pakistan and South Asian countries (Al-Ajmi et al., 2016; Budhwar, Tung, et al., 2017), making it important to identify practices that can establish high-performance work systems (HPWS) in a South Asian context (Ahmad, Allen, & Raziq, 2019; Chiang et al., 2017). Ahmad et al. (2019) conducted a study comparing and evaluating HPWS practices in multinational corporations (MNCs) and local organizations operating in Pakistan, focusing on the convergence or divergence of these practices. These HPWS practices included talent acquisition, learning, performance appraisal and career discussions, performance-based compensation and rewards, and employee involvement, participation, and engagement. The study used semi-structured interviews with line managers and senior leaders and found that HR talent acquisition practices and employee engagement initiatives as part of HPWS did not differ significantly between MNC subsidiaries and local organizations.

However, it was observed that most HRM practices in Pakistani-based MNCs converge and that organizations operating in Pakistan are more open to accepting global models. The study did not provide convincing evidence to support the implementation of US-centric HPWS in their entirety in MNCs or local organizations in Pakistan (Ahmad et al., 2019). Performance appraisals, reviews, and feedback methodologies are still being debated in academic and practitioner circles (Buckingham & Goodall, 2015; Goler et al., 2016; Pulakos et al., 2019). It is worth highlighting that a major criticism of the human resource department in Pakistan is that it is seen to oblige the financial interests of business owners rather than being an employee advocate (Khan, 2010; Syed et al., 2013) suggested. Faisal, (2010) and Qureshi et al., (2010) argued and highlighted that the opinion of employees about the function of the human resource practices and department is extremely pessimist.

Isomorphism, as discussed by Ayentimi, Burgess and Dayaram, (2018) and Rubery and Grimshaw, (2002), can also influence some human resources practices in MNCs operating in Pakistan (Ahmad, et al., 2019). With limited research on human resource management in Pakistan, the studies by Ahmad, et al., (2019) and Jhatial et al. (2014) have provided guidelines and points of reference for evaluating the HRM maturity level in Pakistan compared to a decade ago. However, the sample size limitations of these studies may have resulted in an inaccurate reading of the analysis, as acknowledged by the authors (Ahmad, Allen, et al., 2019; Islam, 2004; Malik and Chishti, 2018; Tufail et al., 2017). The findings of these studies challenge the traditional mindset of Pakistani managers, which has been influenced by the pre- and post-colonial era of Pakistani history (Ghazi and Maringe, 2011; Jhatial et al., 2014b). The study by Ahmad et al. (2019) was unable to conclusively support the convergence of HPWS in MNCs and local organizations in Pakistan, but it did support the cross-vergence perspective in the convergence and divergence debate (Khilji, 2002; Khilji and Rowley, 2013; Witt, 2008). Due to globalization and the resulting pressure on competitiveness, MNCs are carefully analyzing the interconnectivity and dependence of countries' trade systems (Baddar Al-Husan and ALHussan, 2016). As a result, management and HRM studies are gaining importance in developing countries (Ali and Brandl, 2017; Namazie and Frame, n.d.; Patel et al., 2018; Podgorodnichenko et al., 2020).

In summary, multinational companies (MNCs) and local family-owned firms operating in Pakistan have encountered difficulties in implementing human resource management (HRM) practices and performance management (PM) due to the influence of isomorphism and ongoing the

convergence-divergence debate. A study by Ali and Brandl (2017) identified three categories of HRM research in Pakistan: positivist, interpretive, and critical. Positivist studies advocate for the adoption of Western HRM practices in Pakistan, while critical studies challenge the existence of HR departments and do not focus on improvement opportunities. Interpretive studies consider the impact of local culture on HRM practices and provide valuable insights to MNCs and local organizations in Pakistan. Ali and Brandl (2017) suggest that an interpretive approach can enhance contextual understanding of HRM practices in Pakistan. The influence of local culture on human resource management practices in Pakistan has been acknowledged, but there is also evolution in traditional values taking place. There are disparities between HRM including PM guidelines and their implementation in MNCs and domestically owned companies in Pakistan, and MNCs should ensure the implementation of policies rather than just sending policy manuals. The convergence-divergence debate in Pakistan has supported the cross-vergence perspective, and MNCs are analyzing the interconnectivity and dependence of countries' trade systems due to the pressure of globalization on competitiveness. human resource management studies are gaining significance in developing countries, and there are practical implications for Pakistani managers and the organizational mindset that has been shaped by the pre-post-colonial era of Pakistani history.

Overall, the preceding discussion helps to deepen our understanding of the convergence or divergence of Western human resource management practices in Pakistan. While there are significant differences in social and management practices between countries, it has been recognized that employees can be a valuable asset for organizations and give them a competitive edge (Ali and Brandl, 2017; Khilji and Rao, 2013).

2.9.6. Convergence Divergence – “Seth” Family-Owned-Run Organisations in Pakistan

Pakistan not being an exception, one of the oldest types of corporate organisation, many firms are still held by their founders or families. (Massis et al., 2018). Around 70–90 percent of the total gross domestic product of the world comes from family-owned businesses, which create 50–80 percent of jobs and contribute substantially to financial growth and holdings creation (Gurd and Thomas, 2012). Families have unique resources that give them a strategic advantage (Chrisman et al., 2011; Zaefarian et al., 2016) although a wider range of issues, such as family involvement in day to day operations may need to be addressed (Chen 2021; Sánchez-Marín 2019). It is worth noting that mode family businesses operate in Pakistan is not very different. (Chang et al., 2020;

Hashmi et al., 2022). "Seth" is a Hindi-Urdu term, with its literal translation signifying a wealthy or socially esteemed individual. According to Saqib et al., (2022), while investigating dictatorial leadership style, however, its broader connotation transcends mere affluence or high status. The authors examined the concept of "Seth Behaviour" within the framework of line managers' conduct, which pertains to a management style characterised by a significant focus on authority, bureaucratic differentiations, and the maintenance of the dominant system of society. This approach allows for the discretionary interpretation and application of apparently unchangeable regulations, as evidenced in the studies by Nizami et al (2017). Saqib et al., (2022), argued that interactions that fall under the "Seth" paradigm, incorporates non-monetary elements such as tradeoff, personal favors, in addition to pure commercial or monetary benefits in the form of organisational practices such as compensation, benefits and promotions. Nizami et al (2017) and Saini and Budhwar (2013) argued that high-status managers and their favored individuals often display an authoritarian paternalistic attitude, accompanied by a profound sense of entitlement. In this context, subordinates wield limited authority and are expected to obediently carry out the directives of the "Seth". This perspective aligns with the notion of "yes men or women" who unquestioningly comply with "Seth" commands, a concept that is also explored more broadly by Perveen and Dasti (2014). In context of our research "Seth" equals to "family head and owner of the organisation".

Furthermore, Lewis et al. (2019) emphasised that previous research utilising institutionalism has predominantly portrayed HRM and its associated High-Performance Work Practices (HPWP) in a favorable perspective. This perspective assumes that such practices prioritize employee well-being, merit-based incentives, and employee participation. Nevertheless, it is worth noting that new institutionalism generally overlooks the connections between culture and the perpetuation of material and status disparities (Beckert, 1999). In this perspective, culture is regarded as a normative, intangible, and non-political framework. The analysis of International Human Resource Management (IHRM) from an institutionalist perspective does not encompass an examination of how family-owned-run corporations may employ cultural scripts in a coercive manner to solidify their control inside organisations, hence perpetuating established structures for their own economic benefit (Khan, 2022).

Family businesses generate substantial economic activity in South Asian countries (Tomizawa et al., 2020). In Pakistani context, very limited empirical research has been conducted on Family Organisation Human Resource Management (HRM), including performance management practices. (Khan and Ahmad, 2021). Due to collectivist and power-based societies, Hofstede (2005); Khilji (2012); it may be argued that there is some prevailing favouritism among family members working in family organisations. In this situation, there would be a bifurcation bias towards certain group of employees (Dasmit et al., 2018). Additionally, there is evidence (Jhital 2014, Khilji 2020) that high power and high uncertainty avoidance culture in Pakistan with preference to authority leads owners to expect citizenship behaviors from employees, who in turn expect generosity toward group members. Consistent with these findings, Iqbal et al., (2020) argued protective management style in Pakistan is connected with dictatorial leadership. There is a complex issue regarding the treatment of non-family members in family businesses. This suggested that some forms of favouritism exist between family members working in a family business, (Chang et al., 2020; Menon, 2019). Furthermore, family members' interference in the organisation's day-to-day operations raises concerns about the objectivity and transparency of organisational processes such as financial, reporting, people management, business strategy to name a few. In terms of formalized human resource practices, family-run businesses vary significantly from their non-family counterparts. (Sánchez-Marín et al., 2019).

According to Khan S (2022), the Asian stock markets are notorious for their business groups, which are prevalent throughout the South Asian region. These groups are vital to developing emerging economies (Menon 2020) such as Pakistan. Khan and Kamal, (2022) claim due to the weakness of corporate governance structure in family organisations of the region, these groups are a strong position to gain private gains by expropriating minority shareholders' resources and using their voting rights and executive positions. Furthermore, Khan and Kamal, (2022) provided valuable insight into the power and influence of the business group on financial earnings manipulation in Pakistani context. According to research, understanding family organisations is crucial because they have majoring ownership with controlling rights. Hussain and Safdar, (2018) reported that most organisations in Pakistan are family-owned, and there is high ownership concentration in Pakistan, i.e., 87% of registered organisations on the Pakistan Stock Exchange have 10% or more family ownership.

In order to evaluate this anticipation, we analyse the perspectives of Seth attitude among family-owned enterprises in Pakistani cross-sectional sectors regarding their organization's performance management system (PMS) practices. Moreover, there is a notable disparity in employees' perspectives on Human Resource Management (HRM) between two distinct types of organisations. This disparity underlines the presence of preferential treatment, the subjective implementation of policies and procedures, lack of respect and dearth of employees voice / participation, all of which align with the “Seth culture”. Consequently, these factors reshape HRM practices, reinforcing prevailing power dynamics and material disparities. The available research suggests that certain aspects of Seth culture are present in all examined local enterprises operating under the PLC model, regardless of their distinct historical backgrounds and ownership attributes. Family-owned corporations in Pakistan often embrace the Seth cultural narrative as a means to reflect and reinforce their economic interests, hence reinforcing prevailing inequalities and a feudalistic mentality. Nevertheless, there is a significant discrepancy between the practices that are really implemented and those that are advocated by family owners. The available information indicates that assessment systems are not primarily based on merit. In a similar vein, it may be seen that pay practices, such as the allocation of bonuses, are influenced by seniority rather than just by merit, resulting in senior managers being awarded the biggest bonuses.

2.10. Hypothesis development

To better understand the cultural and institutional variations between family owned and MNC businesses in Pakistan, this section formulates hypotheses to compare and contrast HR practices related to performance management. Neither locally owned Pakistani businesses nor the subsidiaries of multinational corporations can agree on which Western best practices in performance management they have adopted and applied. To best of my knowledge, a detailed research work applying mixed method approach with such a data sample, is one of its kind in Pakistani context. It is anticipated to provide unique context to organisations and managers towards understanding of performance management practices in Pakistan. Therefore, drawing from the limited relevant literature discussion and research framework (figure below). The following hypothesis has been developed to respond to the research questions (Chapter 1).

2.10.1. Organisational climate of Trust (OCT)

Aspects of organisation values culture of open communication, teamwork, trust, respect variety of viewpoints and encouraging a collaborative work environment led by senior leadership team. Enabling employees' feel inclusive, engaged and productive. Majority of these studies were conducted in Western developed countries. (Sumelius et al., (2020); Cornelius et al., (2016); Ulrich, Dave & Bronbank, 2005). Similarly, Maharjan and Sekiguchi (2016) argued that in the South Asian context Japanese collective and participative style of leadership that is trust and loyalty based drive individual and organizational performance. The authors suggested that it is likely to be more impactful and effective than the individualistic hire and fire American MNC mindset. However, Hofstede, 1996; House et al., 2004; Nadeem and Sully De Luque, (2020) have implied collectivism a national cultural trait in contemporary Pakistan.

Therefore, it is important to understand, how leadership in Pakistani family business owners and MNC's cultivate a climate of trust and collaboration.

Thus, to address Organizational Climate of Trust (OCT), It is Hypothesized as follows:

- H (1a) There will be a positive relationship between perceptions of Organisational climate of Trust (OCT) and Western Performance management Practices (WPMP).
- H (1b) There will be variations in the climate of trust found in MNC owned and family owned Pakistani organisations.

2.10.2. Organisational Culture and Behaviours (OCB)

Organisational values and required behaviours are amongst the key drivers of individual and organisational performance management practices. (Cornelius et al., 2016; Farndale and Paauwe, 2005; Guest et al., 2003, 2019) .

Thus, to address Organisational Culture and Behaviours (OCB), it is Hypothesized as follows:

- **H (2a)** There will be a positive relationship between perceptions of Organisational Behaviour Climate (OCB) and Western Performance management Practices (WPMP).
- **H (2b)** There will be variations in the Organisational Behaviour Climate (OCB) found in MNC owned and family owned Pakistani organisations.

2.10.3. Compensation and Benefit Equity (COMPA)

Compensation and benefits are key drivers in employee motivation, engagement and satisfaction. The extent to which employees are paid according to their talent and skill in the organisation covering internal and external equity (Gerhart and Fang, 2014) . In addition, employees' perceptions of salaries offered by the organisation in comparison to the external industry players may enable employee to feel secure. (Budhwar and Boyne, 2004; Gerhart and Fang, 2014; Hee et al., 2016). Drawing on the evidence overall, it is Hypothesized that:

- **H (3a)** There will be a positive relationship between perceptions of Compensation and Benefits Equity (COMPA) and Western Performance management Practices (WPMP).
- **H (3b)** There will be variations in the Compensation and Benefits Equity (COMPA) found in MNC owned and family owned Pakistani organisations.

2.10.4. Compensation and Benefit Decision (COMPB)

Performance-related rewards and compensation is a key driver of performance culture practice. (Dastmalchian et al., 2020; Gerhart and Fang, 2014; Pfeffer, 1998a; Quresh et al., 2010; Ulrich et al., 2015; Xavier, 2014). Depending on the degree of dependency between team members' tasks, it might take many different forms, such as merit raises, extra bonuses, retention programs, etc. for both individuals and the whole team. (D'Innocenzo et al., 2014; Hoque, 2014; Kaplan and Norton, 1996).

In recent years, performance-based compensation has gained popularity in several Asian nations. (Chang et al., 2007; Jacoby, 2007), it originated as a universalist approach from the USA and Europe (Brewster et al., 2005; Chang, 2006; Gerhart and Fang, 2014; Marchington and Grugulis, 2000b). Findings from Mellahi et al., (2011) and Soltani and Wilkinson, (2011) suggest that, MNC subsidiaries in Turkey, Syria, UAE and Jordan are more likely to use performance-based compensation than domestic companies.

It's unclear whether performance-based compensation is widely used in Pakistan. Although there is evidence however, typically compensation decisions tenure and seniority in the organisation based (Jamil, 2011). Additionally, there is also limited evidence to suggest that some local organisations are adopting performance-based pay variability that is dependent on employees' contributions and organisational performance (Ali and Brandl, 2017; Khilji and Wang, 2006).

In Pakistani context “Sifarish” leading to bias, favouritism and prejudice are critical factors in human resource practices of performance management, promotions and salary increase decisions (Nadeem and Kayani, 2017). Therefore, such practices challenge the ethical value system and objectivity of decision making. Although progression toward a merit-based performance management practices has been made in the last decade (Malik and Aslam, 2013), yet the “Sifarish” influence on people decisions still is a challenge more so in local organisations human resource practices. (Nadeem and Kayani, 2017; Riaz et al., 2012).

Therefore, it is suggested that the interface of MNC and local practices will remain substantial challenge for organizations and employees in Pakistan. (Saher and Mayrhofer, 2014). However, some authors indicate that pay increases and related rewards in Pakistani based organisations are typically seniority and nepotism based (Jhatial et al., 2014b; Riaz et al., 2012) , whereas other data suggests that some local businesses have begun implementing performance-based compensation for their staff. (Nadeem and Aziz, 2018; Nadeem and Kayani, 2017; Nadeem and Sully De Luque, 2020). Drawing on the evidence overall, it is Hypothesized that:

- **H (4a)** There will be a positive relationship between perceptions of Compensation and Benefit Decision (COMPB) and Western Performance management Practices (WPMP).
- **H (4b)** There will be variations in the Compensation and Benefit Decision (COMPB) found in MNC owned and family owned Pakistani organisations.

2.10.5. Performance Accountability (PAT)

Leaders, Managers and Employee engagement, and accountability are amongst the most important drivers of western performance management practices. (Bilal et al., 2020; Cappelli and Tavis, 2016; Järvi and Khoreva, 2020;). Budhwar et al., (2016) and Mellahi et al., (2016) argues that MNC affiliates are more likely than Local companies to promote employee engagement, involvement, and participation. Convincing examples of how MNC affiliates in South and Southeast Asian nations provide an environment conducive to employee engagement and knowledge transfer on a formal and expansive platform. The value of having an engaged and active workforce cannot be overstated. It has been determined as an important factor in multinational corporations (MNCs) by both Edwards et al., (2016) and Pudelko et al., (2014) .

Employee participation and engagement in Pakistani organisations is not well documented. There is some indication that in general, Pakistani organisations do not provide workers a lot of information, do not trust them with responsibility, and do not include them in decision making. (Khilji and Rao, 2013; Khilji and Wang, 2006). High power distances are reflected in the hierarchical, highly formalized, and centralized nature of Pakistani business (Abbasi and Shamim, 2012; Islam, 2004; Riaz et al., 2012). On the other hand, there is mounting evidence that Pakistani businesses are embracing HRM practices that emphasise openness and responsibility in the workplace. (Ali and Brandl, 2017; Miah and Hossain, 2014; Saher and Mayrhofer, 2014). Based on the above, it is hypothesized that:

- **H (5a)** There will be a positive relationship between perceptions of Performance Accountability (PAT) and Western Performance management Practices (WPMP).
- **H (5b)** There will be variations in the Performance Accountability (PAT) found in MNC owned and family owned Pakistani organisations.

2.10.6. Performance Feedback (PF)

Providing regular performance feedback and coaching is becoming increasingly vital as performance management practices continues to evolve in the Western developed MNC's of USA and Europe (Pulakos et al., 2019b). However, some of the challenges identified in the western human resource and performance management literature includes lack of honest performance feedback culture, career development discussion and conflict avoidance by line managers (Armstrong, 2017b). This creates effectiveness and implementation a daunting task (Schleicher et al., 2019a) requiring further research and investigation.

Depending on the degree of interconnectedness between the tasks at hand, performance feedback practices are tailored for either people or teams. Pakistani society is considered as following a high collectivism mind-set, which can be seen as reflected through nepotism and favouritism in decision making towards individuals, Ali and Brandl (2017). Khilji and Rao (2013) identified that line managers avoid conflict and uncomfortable discussions that challenge hierarchies and authority. They questioned the influence line managers have to maintain objectivity and not let social obligations of returning favours.

Therefore, hypothesized that:

- **H (6a)** There will be a positive relationship between perceptions of Performance Feedback (FB) and Western Performance management Practices (WPMP).
- **H (6b)** There will be variations in the Performance Feedback (FB) found in MNC owned and family owned Pakistani organisations.

2.10.7. Career Development (TD)

Organisational growth requires investment in employee upskilling and development to increase staff knowledge and overall performance capabilities. (Özsomer et al., 2016; Pfeffer, 2010; Sparrow, 2007; Ahmad and Schroeder, 2003). MNCs rely on the development of global workers, hence they frequently concentrate on soft HRM policies and practices that build employees' personal, social, and cultural capital so they can function globally. (Jooss et al., 2020; Sidani and Al Ariss, 2014; Stewart et al., 2010)(E.D. Pulakos et al., 2008; Edwards et al., 2016b; Geary et al., 2017; Pulakos et al., 2019a). MNC subsidiaries provide better training and career prospects to Pakistani workers, according to evidence. (Ahmad and Allen, 2015; Nadeem and Aziz, 2018; Shahnawaz Adil, 2015).

However, the culture of Sifarish in Pakistan (nepotism) is to offer training, learning, and development opportunities to well-connected employees (Jhatial et al., 2014b; Riaz et al., 2012) rather than to those who merit as an output of performance evaluation and career development, dilutes the initiative. It is, therefore, hypothesized that:

- **H (7a)** There will be a positive relationship between perceptions of Career Development (TD) and Western Performance management Practices (WPMP).
- **H (7b)** There will be variations in the Career Development (TD) found in MNC owned and family owned Pakistani organisations.

2.10.8. Performance Appraisal (PA)

Performance appraisal is a structured procedure employed by organizations to evaluate an employee's job performance and productivity with reference to predetermined standards and organizational objectives. PM and PA system are key traits of HR practices utilised to enhance employees' skills and motivation (Boxall and Purcell, 2015; Ren and Jackson, 2020) (Zhu et al., 2018) . Progressively more evidence is emerging which indicates that MNC's uses standardized performance management / appraisal systems across subsidiaries, unlikely amending to address

local cultural needs. (Edwards et al., 2016b; George et al., 2020; Liu et al., 2020; Rubery and Grimshaw, 2002).

Several authors (Abbasi and Shamim, 2012; Islam, 2004; Riaz et al., 2012) have argued that traditional Pakistani firms are highly formalized and centralized, characterised by a hierarchical structural design, and display a high degree of power distance. On the other hand, few studies suggest that businesses in Pakistan are increasingly embracing HRM practices that promote transparency and accountability (Ali and Brandl, 2017; Saher and Mayrhofer, 2014).

A major criticism of performance management practices initiated by human resource department in Pakistan is that it is seen to oblige the financial interests of business owners rather than being an advocate of employee, hence performance appraisal loses credibility, Muhammad & Khan, 2010; Zainab, Zia, & Shahzad, 2013) suggested. Faisal (2010) and Jhatial et al. (2014) argued that the opinion of employees about the function of human resource department is extremely pessimist. Consequently, hypothesized that:

- **H (8a)** There will be a positive relationship between perceptions of Performance Appraisals (PA) and Western Performance management Practices (WPMP).
- **H (8b)** There will be variations in the Performance Appraisals (PA) found in MNC owned and family owned Pakistani organisations.

2.10.9. Western Performance Management Practices (WPMP)

The literature on MNCs highlights that subsidiary offices in developing countries like Pakistan are influenced and inspired by the host company head office. MNCs often employ best practice in their Performance management practices (Ayentimi, Burgess and Brown, 2018) . Therefore in developing countries context, Budhwar et al., (2016) and Ramdani et al., (2014) suggested that MNC subsidiaries are more likely to encourage employee engagement, involvement and participation as compared to local organisations.

Some authors (Akhtar et al., 2014; Safdar et al., 2010) however have argued that due to isomorphic pressures Pakistani companies are adopting universalist (Marchington and Grugulis, 2000b; Zheng, 2016) western performance management practices (Al Ariss and Sidani, 2016c; Khilji and Rao, 2013). Organisations are hesitantly adopting best practices including pay for performance

and open feedback as a way to enhance individuals and organisations performance. (Ali and Brandl, 2017).

Hence the Hypothesis is:

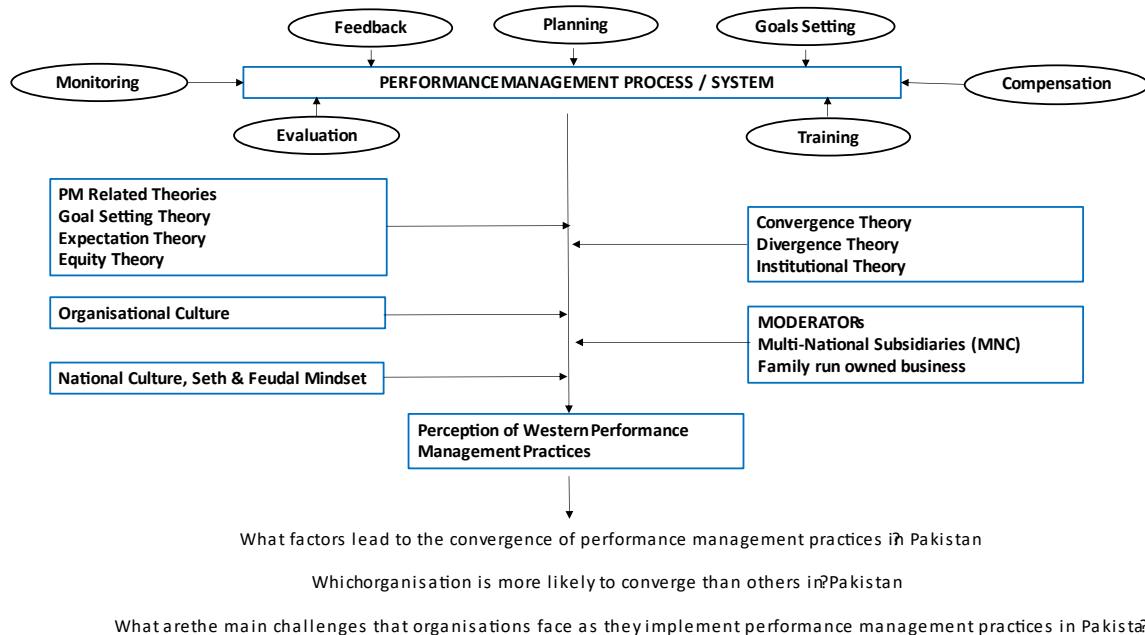
- **H (9a)** There will be a positive perception of acceptance of western performance management practices found in MNC owned and family owned Pakistani organisations.
- **H (9b)** There will be variations in the western performance management practices found in MNC owned and family owned Pakistani organisations.

2.11. Conceptual Framework For this study

According to the scholarly work of Miles and Huberman (1994), a conceptual framework refers to a written or visual representation that explains, either by visual means or in a written format, the subject matter that necessitates investigation, i.e., the main considerations, theories, or variables and the likely connection among them as well. According to Reichel and Ramey (1987), a conceptual framework refers to a collection of comprehensive concepts and principles derived from applicable disciplines of research, which can be used for structuring a future debate. Additionally, the inclusion of these elements contributes in strengthening the credibility and reliability of the research (Goetz & LeCompte, 1984). In addition, it serves to identify the essential components, constructs, or variables, while arguing for assumed interconnections between them (Miles and Huberman, 1994). The literature review in this chapter concludes in the formulation of a conceptual framework. The framework utilised in this study provides a foundational structure for informing research findings and directing the implementation of the methodology.

Figure 2. 6 Conceptual Model and Framework

Model and Research Framework by Author



Source: Author

This framework builds on the multiple stages of the PM process proposed by Pulakos (2009) , Aguinis (2015) and Armstrong (2015) in figure 2.6, which attempts to explain how PM is

implemented in organisations by incorporating all the relevant features that make up a comprehensive and robust PM process. These features include: the identification of the strategic goals; performance planning; performance implementation and action; performance Monitoring and feedback; and evaluation and performance review.

The framework also incorporates the elements that shape the PM process (culture, resources, practices, human). It is important to consider these elements because of their relevance in identifying which factors enable or inhibit the PM process. Employee perception of the PM process is included in the framework because of their importance to the accomplishment of performance management process (PMS) (Farndale, Hope-Hailey & Kelliher, 2011). In support of this, Pulakos (2019) claims that the way employees view PM might have a negative impact on the process' efficacy, especially when there is a bias present during the adoption phase. Relevant theories underlying the PM process were also included, such as Goal Setting, Expectancy and Equity theories as well as perception of western performance management practices and theories, comprising the three types of convergence, divergence and institutional theories. In summary, all of the components of this conceptual framework play a crucial part in the methodology of the study, as they determine the technique taken in conducting the research and analysing the data.

Brief description of self-assessment questionnaire (SAQ), scales, biographical questions, and Hypothesis Development Summary below tables:

Figure 2. 7 Causal Model and Research Framework

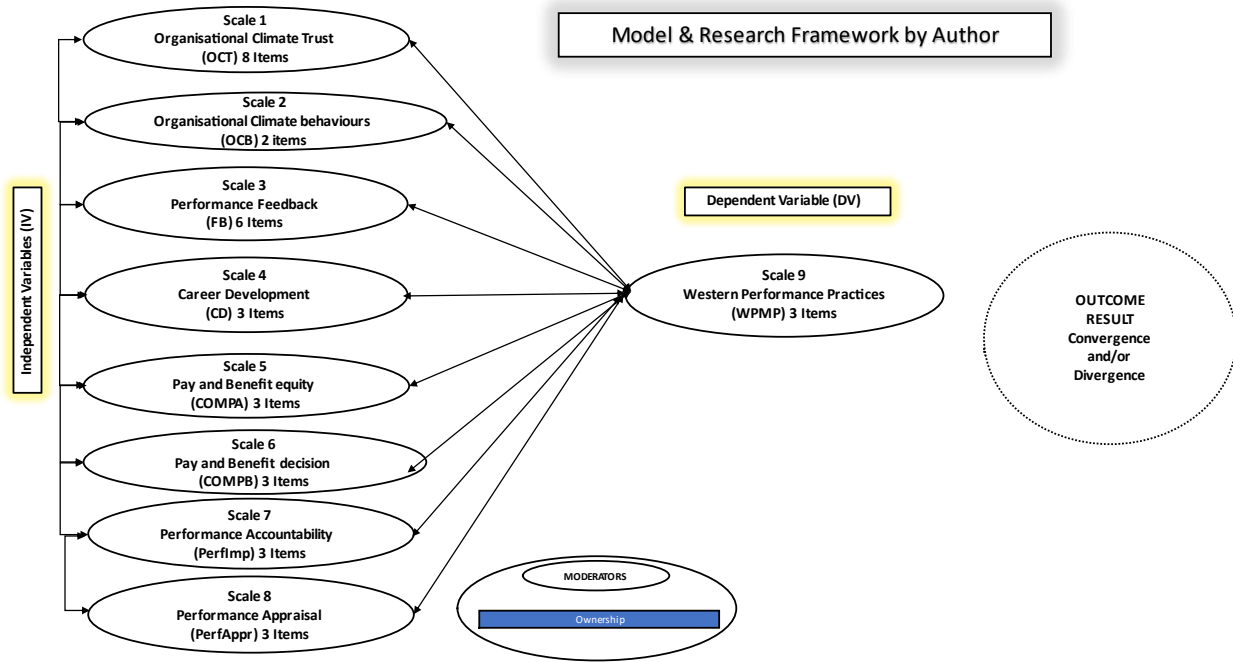


Table 2. 1: Question Scales

Revised Main Scales and Items (Independent and Dependent Variables)	
No:	* Factor Organisational Climate of Trust (OCT)
1 Q1_Cult1	Senior management has created a trusting environment in the organisation.
2 Q2_Cult2	Senior management considers employee interests when making business decisions that affect them.
3 Q3_Cult3	Senior management and employees can interact with each other at any time, i.e. senior management has an open door policy
4 Q10_Cult10	My company recognises and celebrates successes of team members.
5 Q11_Cult11	My company shows respect for a diverse range of opinions.
6 Q12_Cult12	I feel that I can openly share my views and opinions at any level without fear.
7 Q13_Cult13	My company handles all aspects of operations to highest ethical standards.
8 Q14_Cult14	I feel that my company values my opinion.
9 Q16_Cult16	I feel informed about my company's progress and the steps taken to achieve its goals.
No:	* Factor Organisational Behaviour Climate (OCB)
1 Q6_Cult6	It is clear what behaviours are important to creating my company's culture.
2 Q5_Cult5	It is clear what behaviours are important in maintaining my company's culture.
No:	* Factor Compensation and Benefits Equity (COMPA)
1 Q42_Comp1	I feel that I am paid proportionately to my skills, strengths and talents.
2 Q43_Comp2	I feel that within my industry my organisation offers better salaries than others.
3 Q50_Comp9	The compensation that I receive is adequate to give me a sense of personal security.
No:	* Factor Compensation and Benefit Decision (COMPB)
1 Q47_Comp6	Performance management is used as a decision-making tool for the distribution of performance related pay.
2 Q48_Comp7	Performance management is used as a decision-making tool for the distribution of performance bonuses.
3 Q49_Comp8	Performance management is used as a decision-making tool for performance related promotions.
No:	* Factor Performance Accountability (PERFIMP)
1 Q64_PerfImp5	Employees are held accountable for their performances.
2 Q66_PerfImp6	Leaders and managers are held accountable for their performances.
3 Q67_PerfImp8	Leaders and managers are held accountable for their teams' performances.
No:	* Factor Performance Feedback (FB)
1 Q52_FBBack1	My manager communicates with me frequently about my performance.
2 Q54_FBBack3	My manager provides public praise and recognition when they are due to me.
3 Q55_FBBack4	My manager clearly explains his or her expectations from a job given to me.
4 Q56_FBBack5	In case of a disagreement, my manager listens to all opinions before taking an informed decision.
5 Q57_FBBack6	I can rely on my manager to support me when I have failed despite making a genuine effort.
6 Q58_FBBack7	The feedback I receive helps me to identify my strengths.
No:	* Factor Career Development (TD)
1 Q30_TD1	Training needs are identified and documented during the performance review process.
2 Q31_TD2	Career development needs are identified and documented during the performance review process.
3 Q32_TD3	Performance discussions during the review process emphasise personal development and growth.
No:	* Factor Performance Appraisals (PERFAPPR)
1 Q24_PerfApr8	The parameters for performance ratings are clearly defined.
2 Q25_PerfApr9	There is no ambiguity about the parameters for performance rating.
3 Q26_PerfApr10	The appraisal process is clearly able to distinguish between good and poor performers.
No:	** Factor Western Performance Management Practices (WPMP)
1 Q70_ConDiv1	In my organisation, Western performance management practices are accepted as best practice.
2 Q74_ConDiv5	The Western concept of constructive feedback is accepted by employees in my organisation.
3 Q76_ConDiv7	Line managers can implement western performance management practices easily.
	* Independent Variables
	** Dependent Variables

2.12. Chapter Summary

In summary, to address the challenges and importance of implementing effective performance management protocols in modern organizations. Cultural sensitivities and local market dynamics must be considered while designing and implementing performance management systems that align with organizational values and desired behaviors. The literature review also highlights the ongoing debate and research on the positive impact of HRM and PM practices individuals and business outcomes. However, higher utilization of human resource practices, including performance management, has been found to have a positive impact on organizational profitability and productivity.

The chapter was divided into number of sections. The first section contains a detailed literature review in order to understand the concept of performance management, definitions, history, theories, elements, benefits, challenges, and how it is viewed in western and non-western contexts. The following section discussed and highlighted underlying performance management and convergence divergence theories. The following section reviewed literature on the difference between PM and organizational performance. Furthermore, it focused on how PM is implemented and the processes described by different authors were considered in model were discussed for understanding how organisations implement their performance management. The next section reviewed literature of concept and importance of convergence divergence debate were discussed. Literature also discussed the role of MNC and family-owned businesses in Pakistani context. This was followed by section on hypothesis development and conceptual framework. The section also discussed and reviewed in detail the history and application of western human resources practice from a convergence divergence viewpoint in developing countries with focus of discussion based on South Asian countries in general and Pakistan in particular.

3. CHAPTER THREE: METHODOLOGY

3.1. Introduction

The principal objective of this research is to examine the convergence and divergence of western performance management practices in Pakistani family-owned businesses and multinational corporations. The purpose of this study is to analyse the performance management practices of a sample of MNC and PLCs in Pakistan in order to determine the components that affect PM in these organisations. This research will compare and contrast the PM systems of these types of organisations, as well as potential challenges with its implementation. In addition, this study will investigate the connection between performance management practices and local cultural standards by offering guidance to practitioners and stakeholders throughout the design and implementation of performance management systems.

This methodology chapter will discuss, explain and justify study's philosophical foundations, research strategy, and methods. It also describes the researcher's methodology, including the steps used to collect data from various sources and analyse it to answer the research's main question. The chapter starts by explaining the philosophical paradigm pragmatism used for the study and goes on to present the research methods, strategy for data collection, and sampling procedures used for the study. The chapter concludes by explaining the method of data analysis. Figure 3.1 below summarizes the methodological process and chapter structure undertaken.



Figure 3. 1: Flow Chart illustrating steps in Research Methodology

3.2. Research Philosophy

This section explores the philosophical assumptions that the researcher has applied to this study. Bryman and Bell, (2015) argue that in order to ensure the rigor of academic research, it is necessary to identify a suitable philosophical paradigm before selecting an appropriate research methodology and that the alignment between philosophy, design, and methods is crucial. Mertens, (2014) argues that the research paradigm chosen by a researcher influences each step of the research process, from selecting the research problem to data processing and interpretation. In the field of social sciences, there are various perspectives, each with its own philosophical foundation (Creswell, 1998), that's why it is crucial to fully understand the guiding concepts and assumptions that shape the research procedure (Creswell, 2017) .

To understand how a researcher arrives at their philosophical approach, one must consider their ontological, epistemological, and axiological conditions. Ontology refers to the researcher's perspective on knowledge, or what knowledge is, while epistemology is the researcher's view on what is considered acceptable knowledge in a particular subject area (Mertens, 2018). Together, ontology and epistemology represent the researcher's position (Pluye et al., 2018). The researcher's perspective on values is reflected in their axiology (McChesney and Aldridge, 2019; Mertens et al., 2018), for this study it is goal-oriented mixed methods leading by pragmatism. This will be discussed in the following section.

3.2.1. Pragmatist Paradigm

The philosophical approach chosen for this research was pragmatism. Pragmatism is a problem-solving strategy that focus on practical methods and solutions (Brierley, 2017; Tashakkori et al., 2015). Pragmatism provides a hybrid approach to capitalize on the strengths of quantitative (objectivism) and qualitative (subjectivism) methods, while attempting to bridge the gap between these two schools of thought (Mitchell, 2018; Brierley, 2017). Pragmatism aligns facts and values while considering multiple contextualized experiences (Ghiara, 2020; Mertens et al., 2018).

Pragmatists take a multifaceted, realistic picture of reality rather than relying solely on hypothetical contrasts to derive inferences (Watson, 2010). As a result, it is clear that the primary factor in determining the direction of the research strategy is the priority placed on providing a response to the research question (Johnson et al., 2019; Schoonenboom, 2019). Additionally, Kelemen and Rumens, (2012) argued that examining multiple world views provide more value

rather than one distinct view. Therefore, they argue that a pragmatic approach provides options and differing views that may not otherwise be evident. Additionally, authors argued not to imply that pragmatists always apply multiple methods but rather employ a methodology that enables reliable, justifiable, and relevant data to be collected that advances knowledge. Furthermore, Marchetti, (2021) argues that pragmatists place more emphasis on the research issue than on the paradigmatic premise that guides the research strategy. A pragmatist's epistemological stance is flexible enough to include both objectivism (positivism) and subjectivism (interpretivism).

One of the most interesting outcomes of this approach is the emphasis on mixed methods and mixed model approaches (Creswell, 2014) because as argued by Hathcoat and Meixner, (2017) researchers should not be pushed to choose between philosophical positions but rather have the option to choose or mix different philosophical approaches that suit the research.

Consequently, pragmatic approach provides a natural solution that allows researchers to choose the method and or methods that are largely suitable to accomplish the purpose of research without being bound by the rule of following a single philosophical stance as positivism or interpretivism requests Kaushik and Walsh, (2019) and Creswell, (2014). Saunders et al., (2019) argue that the pragmatic paradigm should be adopted for practitioner-based research in social and management studies, since it is more reliable in this style of social research.

	Positivism	Interpretivism	Pragmatism
Ontology			
view of the nature of reality	Single reality External Objective Independent of Social Influences	Multiple reality Socially construed Subjective Subject to change	Social real life issues External multiple, view chosen to produce the best desired outcomes to answer the research question
Epistemology			
nature of knowledge or what constitutes acceptable knowledge	The only knowledge is scientific knowledge, which is truth Researcher is independent of that being researched	Subjective co-created multiple realities and truths Researcher is dependent of that being researched	Combination of both
	Emphasis is on destiny and simplification reducing occurrences to simplest factors	Emphasizes of circumstances, finding realism in the wake of these aspects, subjective meanings to influencing factors	Either One or both recognizable experiences Subjective meanings lead to acceptable knowledge Focus on practical applied research Incorporating diverse viewpoints to assist interpretation of data
Axiology	Unbiased	Biased	Goal-oriented
role of values of the researcher	Researcher is away from values	Researcher stays values driven	Interpretation is influenced by Values Focus is on getting results questions answered Results are achieved by combining subjective and objective viewpoints
Methodology	Quantitative	Qualitative	Mixed methods
	Surveys Testing Experimentation Item and Scale Analysis	Semi Structured Interviews Structured Interviews Individual observations Report and Document Reviews	Utilisation of Quantitative and Qualitative tools covering positivist and interpretivist methods covering surveys, tests, observations reports and document Reviews

Figure 3. 1: Research Philosophy Summary Source: (Briony J Oates, 2005; Creswell, 2014; Mertens et al., 2018; Saunders et al., 2019)

This study adopts the philosophical position of Pragmatism because it uses a combination of numeric and non-numeric data and themes for measuring real-world practice-oriented, problem-centered objectives. Application of the pragmatic approach is found suitable to extract a richer and deeper understanding to address underlying aims and associated research questions.

The following section will explore the mixed-method research methodology and highlight potential challenges that can arise when employing this methodology.

3.3. Mixed Method Methodology

The researcher applied a mixed method approach to collect and analyze data for this study. The mixed methods comprised of a survey (quantitative with 1039 responses) and semi-structured interviews (qualitative with 33 participants).

For the purpose of this study, the author has adopted Creswell's (2009) definition of mixed methods. According to him, a pragmatic philosophical approach is well-suited to the mixed-methods research strategy, which entails gathering quantitative and qualitative data, integrating them, and using unique designs that may contain philosophical assumptions and theoretical frameworks. This research fits the definition because it applies quantitative methods to measure objective reality and analyse data with statistical packages. It also uses a qualitative approach to gather information through semi-structured interviews, where the researcher looks for themes and patterns with open-ended questions and discussions.

This form of analysis assumes that combining qualitative and quantitative methods improves understanding and answers to research questions (Mertens et al., 2018). According to Torrance, (2012), mixed method research philosophy supports the theory of comparing, integrating, and contrasting multiple data sources as a methodology strength. This method is by far from being a simple and undemanding process; yet the contrary, it is uncomfortable and demanding, but it has the potential to identify and discuss the emerging findings from more than one angle, thus producing better and more effective research (Fetters and Molina-Azorin, 2017; Denzin, 2012). One criticism of mixed methods research is that it can be difficult to balance utilization of both in a thorough and rigorous manner (Creswell, 2014). Hathcoat and Meixner, (2017) argue that the results of mixed-methods research can be difficult to interpret, as they involve combining data

from different sources and methods whilst Tashakkori and Teddlie, (2010) argue that mixed-methods research may be less reliable than purely qualitative or quantitative research, as it involves the integration of data from different sources and methods. The researcher discusses three mainly used definitions of mixed method approaches by Creswell (2019) in the following section.

3.3.1. Different approaches to Mixed methods

Creswell and Clark, (2011) highlighted three fundamental mixed methods design strategies: convergent, exploratory sequential, and explanatory sequential. Creswell and Clark, (2017) defines that in sequential designs, quantitative and qualitative findings from one stage informed the next stage's data collecting. The researcher in explanatory design will first analyse the data and then decide which quantitative findings need a qualitative follow-up. Comparably, in exploratory sequential design, qualitative outcomes such as themes, codes, and quotations may inform the development of quantitative research items, variables, and scales. However, in convergent parallel designs, convergent and divergent findings from qualitative and quantitative results are shared and discussed side by side. For instance, the results of the various forms of study may be compared and contrasted using a convergent design, which is extremely useful for comparative research issues. Three mixed methods strategies are graphically represented in Figure 3.3

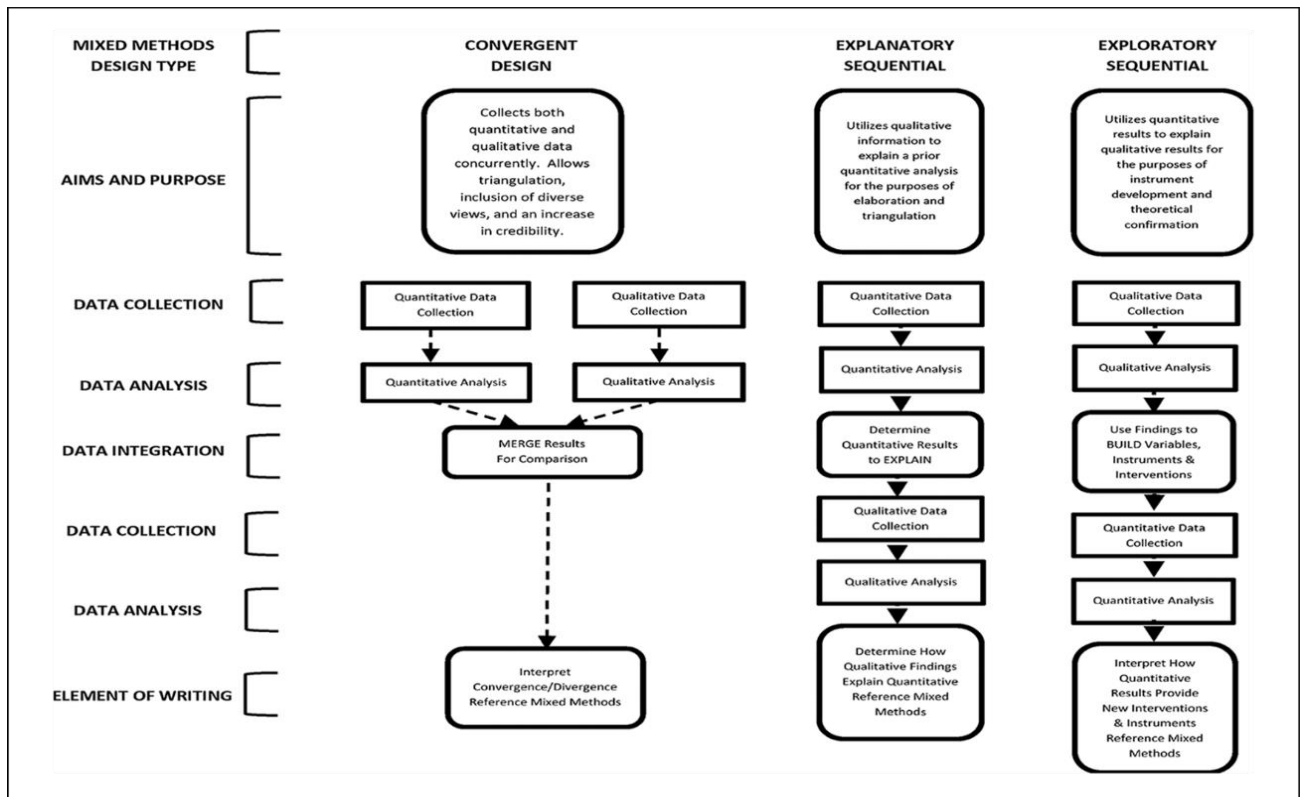


Figure 3. 2: Visual Diagram of the Mixed-Methods Design Strategies Creswell and Clark, (2017)

This particular research, researcher has applied the convergent mixed-methods strategy. While each design proposes potential formal research questions, selecting a design type depends on the specific research topic at hand. For example, convergent designs excel in addressing comparative research, allowing researchers to contrast and analyze results from both methods. The results of the research may be independently verified, authenticated, and cross-validated. In addition, the researcher was able to gather more data in less time using this technique than they would have used a sequential approach or another mixed-methods method. Creswell (2020) argued that combining qualitative and quantitative methods in research has several benefits. Firstly, it can mitigate the limitations of individual approaches while leveraging their strengths. Secondly, using a combination of qualitative and quantitative data can lend strong support to the conclusions drawn from the analysis. And thirdly, using multiple methods to collect data can enhance the reliability and validity of the information gathered. Furthermore, Battilana and Casciaro, (2012), Kistruck et al., (2013) and Raffaelli and Glynn, (2014) advocated convergent mixed method approach. Figure 3.3 is a visual representation of the mixed-methods convergent technique used in this research.

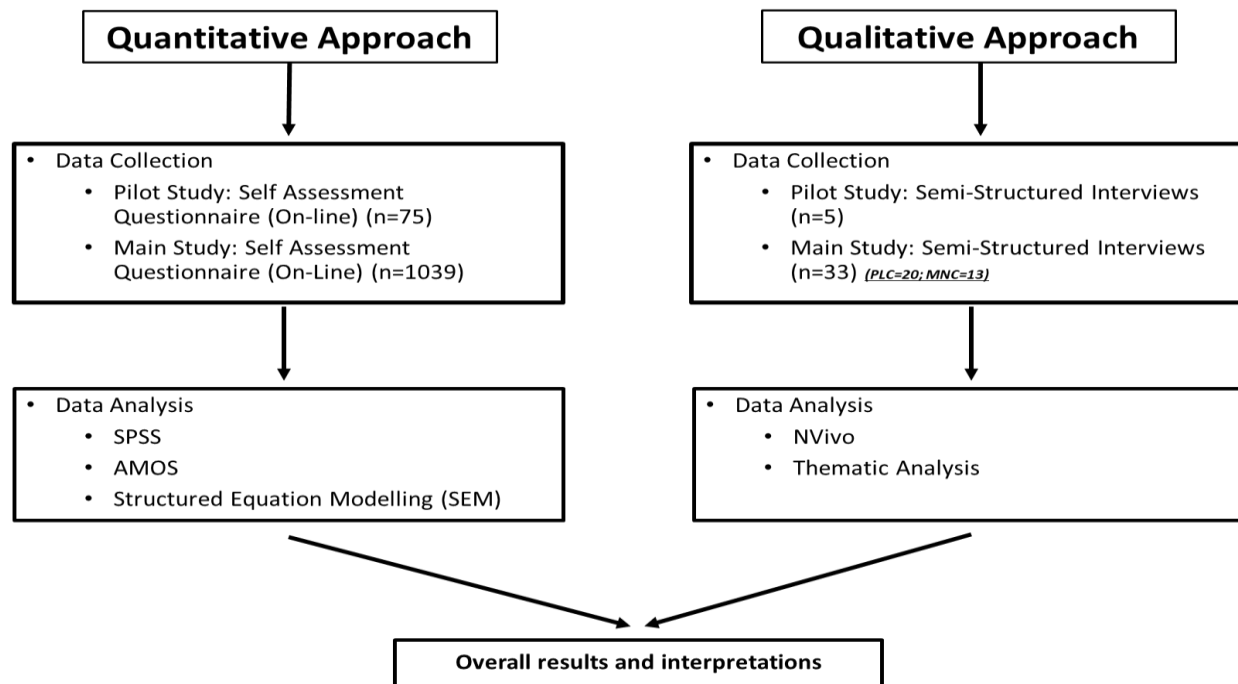


Figure 3. 3: Visual Diagram of the Mixed-Methods Convergent Design Strategy followed in the current study Creswell (2019)

3.4. Research Design

The following section highlights the research design adopted for this study. A research design is an overall strategy involving data collection and analysis to answer the research questions (Bazeley, 2018).

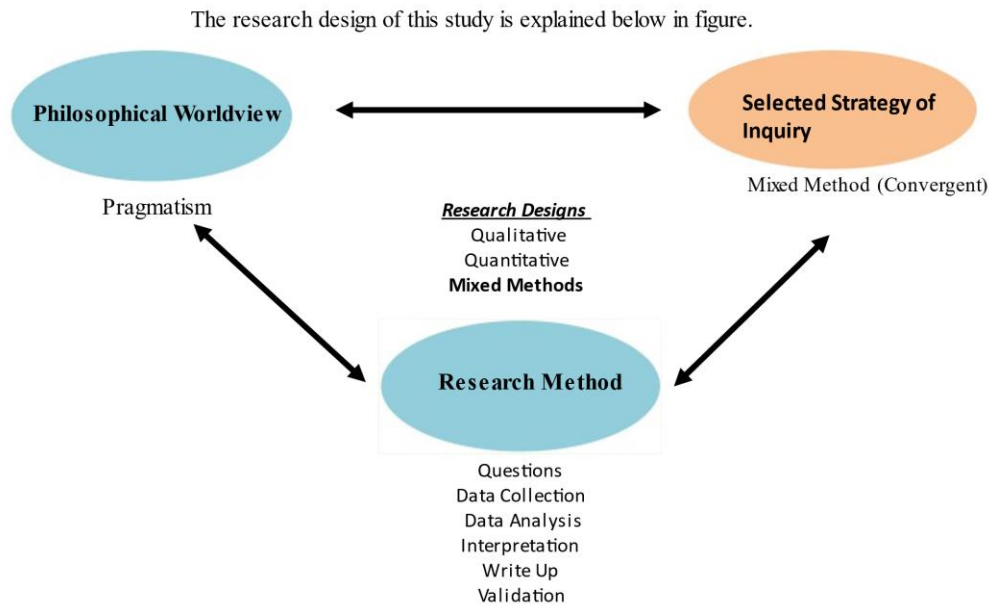


Figure 3. 4: Research Design based on Creswell (2019) and adopted for this study as per research requirements

According to the research design outlined in Figure 3.4, a mixed methods approach was adopted, consisting of convergent mixed method. The first step involved collecting quantitative data through a self-administered questionnaire distributed to participating organizations. This online survey allowed for the efficient and inexpensive gathering of big data sets. At the same time, qualitative data was gathered through semi-structured interviews with Senior Human Resources leaders in Pakistan.

3.5. Sampling Size

This section discusses the sampling techniques chosen for the mixed methods study, which includes both quantitative and qualitative data collection. There are varying opinions on acceptable

sample size for the qualitative portion of the research. Some sources, such as Bryman, (2012) and Williamson, (2017), suggested a sample size of 20-30, while (Horowitz and Gerson, 2002) propose a sample size of 60-150. Therefore, there is a range of suggested sample sizes ranging from 20 to 150, which allows for flexibility in terms of minimum and maximum criteria.

Siddiqui, (2015) recommends that sample sizes for Confirmatory factor analysis in quantitative analysis should be 200 (10 items), 250 (25 items), 400 (50 items), or 700-1,000 (90 items). Fowler and Lapp, (2019) and Kline, (2014) also emphasize the importance of considering the impact of structural equation modeling (SEM) on estimates and their effect on the interpretation of results. Pearson and Mundform, (2010) and Sim et al., (2018) suggest that a sample size of around 8 times the number of scale items is a useful guideline to follow.

To increase the likelihood of generalizability, a mixed methodology with a minimum of 500 participant surveys and 25 in-depth interviews was employed. A cross-section of six multinational and eight local family-owned conglomerate organizations will be used to assess various domains of PM practices in relation to respective convergence or divergence to western performance management best practices, as proposed in Section 3. These organizations will be studied across the main and supplementary dimensions of the research.

When conducting qualitative research, selecting the appropriate sample is crucial in order for the purpose of making sure the results can be applied to a larger group of participants. For this study of PM practices in a company, selecting senior leaders who are responsible for designing human resource policy to effective implementation as the sample group is a justifiable choice for several reasons. Firstly, Human Resources professionals are able to provide valuable information about a company's recruitment and retention practices, as well as its overall approach to managing its human resources argued Cameron, (2011). This is important because Senior HR leaders specifically, are likely to have a wealth of knowledge and experience in these areas, making them a valuable source of information for the study. Additionally, Koopman Henk (1997) suggested that senior HR leaders play a crucial role in influencing organizational culture and can have a significant effect on employee norms, views and behaviors. Therefore, by interviewing them, researchers can gain a better understanding of the company's culture and how it affects employees, that might be missed otherwise. Furthermore, Tao et al., (2018) argued that as HR Heads are instrumental in the implementation of employee engagement initiatives, and their role in shaping

the employee experience cannot be understated. Hence, interviewing senior HR policy makers allows researchers to gain a deeper understanding of the employee engagement initiatives and practices within the organization. Another study, Galang and Osman, (2016) advocated HR leaders play an essential part to play in the rollout of high-level HR policies and procedures, and their perceptions and attitudes towards these policies and practices can greatly influence their success.

Interviewing senior HR policy makers in family-run organisations in Pakistan can provide valuable insight into the unique challenges and opportunities that arise in the management of HR in these types of organizations. Family-run organisations are a dominant feature of the Pakistani business landscape, and they often have distinct characteristics such as strong family ties, emotional attachment to the business, and a long-term perspective. According to Hussain and Safdar, (2018), Khan and Ahmad, (2021) and Nadeem et al., (2015). family-run organisations in Pakistan face specific challenges in terms of managing employees, including issues related to nepotism, favoritism, and lack of clear job roles and responsibilities. Therefore, interviewing these leaders can provide valuable information on how they navigate these challenges and how they manage employees in a manner that is consistent with the unique characteristics of the family-run business.

MNCs often have subsidiaries operating in different countries and regions, each with their own unique cultural, legal, and economic environments. These subsidiaries may also have different HR policies and practices in place to adapt to these different environments. By interviewing senior HR policy makers from a subsidiary of an MNC, researchers can gain a better understanding of how the subsidiary adapts its HR policies and practices to the local environment, and how this compares to the parent company's HR policies and practices. Additionally, MNCs often have a mixture of centralized (convergent) or decentralized (divergent) HR structure, with subsidiaries managing their own HR functions. By interviewing senior HR policy makers from a subsidiary, researchers can gain insight into how the subsidiary's HR policies and practices align with or differ from the parent company's overall HR strategy. according to Harzing and Pudelko, (2016) (2007) HR practices in MNC subsidiaries are influenced by both the parent company's global HR strategy and the local cultural and legal context. Similarly, Zhang et al., (2017) argued that compared to domestic businesses, MNCs have greater autonomy in the administration of their HR operations. Therefore, selecting senior HR policy makers from a subsidiary of an MNC allows the researcher to attain unique understanding of challenges and opportunities that arise in the management of HR in multinational context.

In summary, interviewing senior HR leaders in MNC and family-run organisations in Pakistan can provide valuable insight into the unique challenges and opportunities that arise in the management of HR in these types of organizations. These organisations often face specific challenges such as nepotism, favoritism, and lack of clear job roles, but also tend to have a strong sense of corporate social responsibility and a focus on employee well-being. Furthermore, selecting senior HR policy makers as the sample group for a qualitative study of HR matters in a company is justifiable because they have a wealth of knowledge and experience in the field, and their perceptions and attitudes can greatly influence the success of the company's HR strategies and practices.

3.6. Quantitative Approach

3.6.1. Introduction

Based on the research question that had already been asked, several items and measurement scales were established. The survey questionnaire is influenced and conducted by global leading western consulting organisations like Mercer, Gallup, Deloitte, PwC, SHL, and Gartner. These organisations typically implement established survey questionnaires and apply them to Pakistani participants. The questionnaire's wording and complexity were adjusted to increase simplicity among the targeted organizations, before being distributed to participants.

The questionnaire was divided into seven main sections/scales, and eleven additional biographical questions were asked to study analysis and correlation amongst the surveyed sample population. The biographical information will enable dissecting collected data by industry and age to gather trends amongst biographical differences. The questionnaire in full can be seen in Appendix 1 (Reference Appendix 1). Based on these scales', hypotheses (Appendix 2) were developed to further address and respond to the main and sub-research questions. The final SAQ post-pilot study process was finalized, considering feedback received during the pilot study and further discussions with my supervisors.

The self-assessment questionnaire covers biographical information covering information such as position/grade in the organization, functional department, seniority in the company, age group, gender, size of the company, ownership of the company, industry organization operates in, attrition rate and HR participation at board.

Organizations and participants may be hesitant to participate in the survey, as they may not feel confident that their answers will be not to be disclosed or that they will be used to make meaningful

changes within the organization. Another challenge is the potential for bias in the survey process. This can occur if the survey questions are not carefully crafted or if the survey is not administered fairly. For example, if certain groups of employees are more likely to be surveyed than others, the results of the survey may not be representative of the entire organization. Additionally, if the survey questions are leading or biased in some way, the results may not accurately reflect the views and opinions of the employees. Despite these challenges, surveys of employees may be an effective method for organizations in Pakistan. By gathering feedback and insights from employees, any issues or challenges that may have been impacting employee satisfaction, engagement, and productivity can be addressed. It is important, however, for organizations to carefully consider the survey process and ensure that it is transparent, fair, and unbiased in order to maximize the value of the survey results. This self-assessment questionnaire (SAQ) was derived from combining these surveys. Questions were adjusted to fit Pakistani market. However, due to confidentiality and intellectual property and privacy limitation specific consulting organisation's questionnaires were not exhibited.

3.6.2. Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a statistical technique that allows a researcher to systematically examine a set of variables to find independent latent variables (Tabachnick and Fidell, 2013) and summarise correlated variables. When conducting a principal component analysis on items, multiple linear combinations of variables (known as factors) are generated. These factors accurately represent the correlations between the variables and can be utilized to replicate the original observations, albeit with differing degrees of success. Decreasing the number of factors employed increases simplicity and yields more dependable scores compared to individual observations. (Tabachnick and Fidell, 2013).

Through the analysis data, EFA tells the researcher the number of variables required to adequately describe the data, test hypotheses about the data, and answer the research question. Using EFA, you may estimate how closely each measurable variable is connected to each component. Each metric achieves a straightforward structure when it strongly correlates with a single component and weakly correlates with the others (i.e., loadings $\geq .4$) (Hair et al., 2010; Wolf et al., 2013). The outcomes from an EFA constitute the basis for naming the components, rather than any prior hypothesis. It is not necessary to know the number of factors or the variables'/constructs' respective

classifications in order to perform EFA. In this study EFA was performed on all items therefore using Principal Component Analysis (PCA) method of EFA (85 items).

Independent latent constructs underlying scale variables may be identified through factor analysis. (Hair et al., 1995, 2021; Tabachnick and Fidell, 2013). Several linear combinations of variables' factors can summarize correlation patterns independently. Data integrity, reliability and validity are of utmost importance. Therefore, Data Adequacy is assessed by KMO and Communalities; Convergent validity by item factor loading amplitude on factor / scale matrix; Discriminant validity through assessment of cross loadings or correlations and Reliability through Cronbach's Alpha. (Adams et al., 2007; Field, 2015; Hair et al., 2015).

A typical variable should hold items with the same logic; any odd or inconsistent item can be deleted. This validates that every factor is equivalent in meaning and accurately reflects robust scales. (New variables). The variables that were reproduced (fewer items and variables than before the exploratory factor analysis) should have higher levels of dependability than the individual factors being monitored. (Hair et al., 1995, 2021; Tabachnick and Fidell, 2013).

In light of the recommendation proposed by Tabachnick and Fidell, (2013), an alternate approach was pursued. They suggested considering alternative solutions when estimations of the factor structure fail to indicate appropriate arrangements.

After conducting factor analysis, inappropriate and all-encompassing factor structures were detected. As a result, the researcher investigated a range of structures consisting of two to nine factors. This technique is particularly advantageous in the present study, as the inclusion of unusual instruments and unsuitable items may have rendered the hypothesized structure unclear and challenging to comprehend. Consequently, multiple potential factor solutions, potentially more elaborate in nature, were generated to identify underlying patterns. Exploratory factor analysis is employed to uncover latent constructs that underlie scale variables and are mutually independent. (Hair et al., 1995, 2015; Tabachnick and Fidell, 1996).

Several linear combinations of variables can summarize correlation patterns independently. A typical factor (variable) should hold items with the same logic; any odd or inconsistent item can be deleted.

Therefore, factor solutions were generated to examine the research questions and hypothesis. Principal components analysis to extract factors, followed by orthogonal rotation, was performed on all responses (n=1039) to the 85 items intended to measure performance management system and challenges faced in implementation amongst large family owned Pakistani and Multinational organizations conducting business in Pakistan. Nine scale solution was initially used. Demographic variables are not part of this analysis but will be used to measure differences in impact by different groups based on the research question and hypothesis (age, industry, department, ownership).

Data reduction (e.g., exploratory factor analysis) identifies valid scales to test hypotheses. Exploratory factor analysis identifies factors in data sets (scales). Revised resulting factors did not include all original scale and items, indicating only relevant variables were kept. Each scale's items were retained based on loadings, reliability, validity (Cronbach's alpha), correlation, and communalities.

3.6.3. Confirmatory Factor Analysis

The purpose of a statistical method known as confirmatory factor analysis (CFA) is to determine the factor structure of a data set. CFA is a follow-up to exploratory factor analysis (EFA), which probes the data's component structure by looking at things like correlations between variables and how they cluster. However, the factor structure established by EFA is checked by CFA for reliability. Employing CFA significantly enhances the generalizability of the study's findings., which guarantees the validity and trustworthiness of the factor structures recovered from the dataset. (Agarwal et al., 2017).

CFA is a statistical method utilized to determine the extent to which the indicators or measures of an unobserved variable or construct align with a proposed measurement model. The primary emphasis of CFA is to evaluate the correlation between the observed measures and the unobserved construct, as well as the degree to which the assumed model is compatible with the collected data. Researchers use CFA to assess the dependability and accuracy of their measures, as well as to recognize potential origins of measurement inaccuracy. (Hair et al., 2010).

A two-stage method was presented to estimate parameters by both Anderson and Gerbing, (1984) and Bollen and Long, (1993). Initially, measurement models were used to distinguish between latent and observable variables. Step two involves a structural model that delineates connections

between latent variables (Carvalho and Chima, 2014). In Chapter 4, a detailed model analysis is presented.

The CFA was run using nine latent variables (OCT, OCB, TD, PERFIMP, PERFAPP, COMPA, COMPB, FB, WPMP) and thirty-five observed variables. Furthermore, CFA assesses the validity and reliability of each group of observable data that corresponds to a latent variable. (Hooper et al., 2008; Marsh et al., 1988).

A major benefit of CFA is that it may be used to assess a measurement theory's construct validity. The concept of construct validity refers to the extent to which the items being assessed provide a true reflection of the underlying latent construct. For a measuring model to be considered valid in terms of its concept, it must meet four criteria: convergent validity, discriminant validity, nomological validity, and face validity. (Hair et al., 2010).

The degree of variation in the construct, rather than the square of the component scores, is what establishes the reliability of an observable variable. According to Brown, (2015) and Marsh et al., (1988), the dependability of observed variables is classified as high if the squared factor loading or factor score surpasses 0.70, moderate if it falls between 0.50 and 0.70, and low if it is less than 0.50. While none were found to have squared factors below 0.50, the current analysis allows for such variables to be left out of the model if they are present. According to the literature, validity refers to the extent to which observed variables assess the intended outcomes, it is achieved when there is a correlation between observable and latent factors. (Hair et al., 1998).

In order to estimate parameters, we used the Maximum Likelihood method. The accuracy of the measurement model was evaluated using two distinct methods. The approach began with a test of a few key parameters, and then the whole model was put to the test. The initial procedure included two stages. In order to evaluate whether the parameter estimations were valid, we first checked their plausibility (Byrne, 2013). All potential scenarios are taken into account, including those with negative variance or correlations larger than one, as well as those with non-positive definite correlation matrices. The application of CFA to each latent variable proceeded without a hitch. The second phase was testing the importance of various characteristics statistically. Holmes-Smith (2001) states that t-values greater than 1.96 at $\alpha = 0.05$ indicate statistical significance for parameters. It is recommended to remove irrelevant model parameters (Holmes-Smith, 2001).

The major indices used in this study are suggested by Byrne, (2013) , including the Chi-square (χ^2) test, the Normed chi-square (χ^2/df), the Adjusted Goodness-of-Fit Index (AGFI), the Goodness-of-Fit index (GFI), the Comparative Fit Index (CFI), and the Root Mean Square Error of Approximation (RMSEA). In addition, major fit indices proposed by Hu and Bentler, (1999) and Li-tze Hu and Bentler, (2012) were also employed, which include the Standardized Root Mean Square Residual (SRMR) and p of Close Fit (PCLOSE). These indices are described below:

In SEM, there is simply the χ^2 test, which is a well-known goodness-of-fit indicator. If the χ^2 statistic is not statistically significant, then the data sample is a good match for the hypothesised model (Tomarken and Waller, 2005). Acceptable fit is indicated by a Normed chi-square (χ^2/df) with a value less than 3.00 (Li-tze Hu and Bentler, 2012; Marsh et al., 1988). Kline (2015), Tabachnick and Fidell (2001, 2007), and Hu and Bentler (1999) all note that the χ^2 test is dependent on the size of the sample and the normality of the data, and hence it is best used in conjunction with other indices.

The AGFI and GFI represent the relative amount of sample variance and covariance interpreted by the model, with AGFI adjusting for the number of degrees of freedom in the specified model. Both indices range from 0 to 1, with values exceeding .90 indicating a good-fit model (Byrne, 2013). The CFI index compares the hypothesized model's fit to an independent or null model, with values exceeding 0.90 signifying a model of good fit (Hu and Bentler, 1999). The SRMR is an absolute measure of fit and is defined as the standardized difference between the observed correlation and the predicted correlation. It has no penalty for model complexity, and a value less than .09 is generally considered a good fit (Hu and Bentler, 1999). The PCLOSE is a one-sided test of the null hypothesis that the RMSEA equals .05, indicating a close-fitting model, with a p-value greater than .05 indicating a close-fitting model and a p-value less than .05 indicating worse-than-close fitting. Sample size and model degrees of freedom are critical factors in this test (Hu and Bentler, 1999). The RMSEA describes the difference per degree of freedom between the data sample and the hypothesized model, with values less than or equal to 0.05 considered good fit, values between 0.05 and 0.08 adequate fit, values between 0.08 and 0.10 mediocre fit, and values above 0.10 unacceptable (Hu and Bentler, (1999), Browne and Cudeck, (1993) and MacCallum and Browne, (1993).

Since the components in an EFA are identified only after the analysis has been completed, this is a defining characteristic of the method. Without knowing how many factors really exist or which variables go with which constructs, EFA may still be performed. This is one way in which CFA and EFA differ from one another. (Costello and Osborne, 2005; Hair et al., 1995, 2007, 2010).

3.6.4. Structural Equation Modelling (SEM)

For this study, we employed SEM for statistical analysis (Kaplan, 2008; Kline, 2016). Researcher theoretical concepts are put to the test by using a variety of models to display connections between variables (Kaplan, 2008; Ullman, 2006; Ullman and Bentler, 2003). To put different theoretical ideas to the test and learn how different factors characterize structures and their relationships (Kaplan, 2008; Schumacker and Lomax, 2010), researchers might use structural equation modelling (SEM). According to Bagozzi et al., (1991), Bagozzi and Yi, 1988 and Wright, (1934), the origins of SEM, one of the most significant statistical methods, may be dated back to 1915.

Most SEM models have five steps. Model specification, identification, estimation, testing, and modification (Bollen, 2014; Bollen and Long, 1993). When designing models, path diagrams are often utilised and helpful. Observed variables are often represented by squares or rectangles, whereas latent variables (including error terms) are typically represented by ovals or circles. A unidirectional connection between two variables is shown by a single arrowhead, whereas a bidirectional relationship is shown by two arrowheads (Byrne, 2013; Joreskog and Marielle, 1972).

A structural model analysis showed latent variable relationships. It was useful in identifying model components that exert both direct and indirect influences on other model components. (Schumacker and Lomax, 2010). Section 4.5 presents model analysis. SEM was used as an analysis technique for four main reasons. First, it allows estimates and tests to construct relationships which is crucial in this study because it enables statistical justification. Second, SEM can also facilitate correct measurement errors without which there can be bias in parameter estimation (Kline, 2016). Third, SEM allows multiple measures to describe constructs. Finally, SEM uses a rigorous Confirmatory (via CFA Confirmatory Factor Analysis) (Brown, 2015; Byrne, 2009).

3.6.5. Pilot Study of Quantitative Approach

Pilot studies, also known as feasibility studies or preliminary studies (Brewer and Hunter, 1989), are small-scale versions of a larger research project that aim to test the feasibility and practicality

of the main study. They are used to assess the feasibility of a research idea, gather preliminary data, and inform the design of the main study (Creswell and Creswell, 2018).

Pilot studies can provide valuable information about the reliability and validity of the research design, measures, and analysis techniques (Brewer and Hunter, 1989), and can help researchers determine the feasibility and practicality of conducting the main study in terms of resources, time, and logistics (Cook and Campbell, 1979). They can also provide useful information about participant recruitment, retention, and dropout rates (De Vaus, 2002). Overall, pilot studies are a useful tool for researchers to refine their research design, measures, and analysis techniques, and to assess the feasibility and practicality of a research project (Brewer & Hunter, 1989).

The study methodology included a pilot survey with a subset of the target population to assess feasibility, acceptability, and validity of the survey's design and administration. The pilot was conducted using quantitative self-assessment questionnaire (SAQ).

The survey for quantitative data was conducted from 24 February to 25 March 2019 using Jisc's BOS online survey tool (Bristol Online Survey). The survey was emailed to 200 participants (100 to family-owned run and 100 to MNC participating organisation. The introduction letter (appendix A) outlined university ethics practices and confidentiality policies. The survey comprised 85 items plus 7 demographic questions. In total 77 individuals participated with 40% and 60% local and MNC organisations respectively. (Ref: Pilot SAQ Appendix 1). It came to light that an error in an online coding meant that, participants were allowed to choose more than one response. This led to the deletion of 31 responses, bringing the number of clean items down to 46. (46). Some comments led to modifications and rephrasing of questions in simple language to help participants understand and respond with ease. Important to highlight that 26 of 77 participants provided additional comments. As stated above, acceptable responses were reduced to 46, but all 26 comments were reviewed for the final survey design.

The pilot SAQ measured scale mean and standard deviation and its items. Cronbach Alpha for the scale and Alpha-if-item-deleted for items, i.e. (if the Alpha-if-item-deleted is greater than the scale score, that suggests scale reliability is improved by removing the item). As suggested, item-total correlation should be above 0.3 (Fokkema and Greiff, 2017). This pilot study also reverse-coded items to ensure consistency and reliability. On 85 items, Cronbach Alpha was 0.967. Table 3.1

below shows each scale indicates the sample size (46), the number of items, and Cronbach's alpha, both shown in the corresponding reliability statistics table in the SPSS output.

Table 3. 1: Reliability statistics

Scale	No of items	Cronbach's Alpha
Scale 1 Organizational Culture	16	0.885
Scale 1 Organizational Culture	14	0.861
Scale 3 Training & Development	12	0.846
Scale 4 Compensation & Benefits	10	0.863
Scale 5 Performance Feedback	9	0.899
Scale 6 Performance Implementation	11	0.821
Scale 7 Convergence Divergence Western Practices	13	0.775
Overall	85	0.968

3.6.6. Quantitative Analytical tools - Statistical Package for Social Sciences (SPSS)

SPSS is a popular software tool used by researchers for performing complex statistical analyses on data. It is particularly useful for predictive analytics, regression analysis, exploratory and Confirmatory factor analysis, structured equation modeling, and tests such as t-tests, ANOVA, and MANOVA. One of its key features is its user-friendly interface, which makes it easy for users to input and analyze data, even if they have limited statistical knowledge. Additionally, SPSS can generate various types of graphs, charts, and other visualizations to help users better understand and interpret their data. According to Stevens, (2009), the software's graphical representation capabilities are particularly useful for presenting data in a clear and accessible way. Another advantage of SPSS is its ability to quickly process data and verify its reliability and validity. One of the main reasons why researchers and analysts use SPSS is because it is an effective automated tool that can save time and reduce the risk of errors that can occur with manual calculations. It is able to quickly and accurately analyze large amounts of data, which would be difficult or impossible to do by hand. This can be particularly useful when working with large datasets or when conducting multiple statistical tests. Additionally, SPSS has built-in checks and validation processes that help ensure the accuracy of the data being analyzed, which can further reduce the risk of errors. Overall, the use of SPSS can greatly improve the efficiency and reliability of data analysis, making it an essential tool for researchers and analysts in a variety of fields.

3.7. Qualitative method

The research strategy used in this research project is a hybrid one, using both qualitative and quantitative techniques. The semi-structured interview is one of the qualitative techniques being employed. This type of interview allows for a flexible approach, allowing the researcher to explore specific topics in depth while still maintaining a structured approach. Qualitative research methods, such as the semi-structured interview, are valuable for collecting rich and detailed data from participants and can provide insight into complex social phenomena (Creswell 2018). The qualitative method, specifically the semi structured interview, will be further discussed in the following section.

3.7.1. Qualitative Research Design

A qualitative research method offers the opportunity to delve deeply into a topic and understand it in detail (Patton, 2014). According to Upcraft and Schuh, (1996), this method may provide light on the ways in which individuals give meaning to their experiences. There are three main types of qualitative research methods: observation, document analysis, and interviews (Creswell, 2012; Patton, 2014). The interviews conducted for this research were semi-structured, meaning that although they followed a general outline, the researchers were able to adapt to the responses they received. (Bryman, 2016). This type of interview is less structured than a formal, standardized interview but more structured than an open-ended, unstructured interview (Denzin, 2003; Stake, 2006).

Semi-structured interviews are commonly used in social science research, as they allow the researcher to probe deeper into specific topics and elicit more detailed and nuanced responses from the respondent (Kvale, 1996). They are also useful for exploring complex or sensitive subjects, as the respondent is able to provide their own perspective and experiences rather than simply answering pre-determined questions (Bryman, 2016). In contrast to a structured interview, which follows a strict set of predetermined questions and responses, a semi-structured interview allows for more flexibility and allows the researcher to explore unexpected or emerging themes (Denzin & Lincoln, 2011). However, it is still more structured than an unstructured interview, in which the researcher has no set questions and instead allows the conversation to unfold organically (Kvale, 1996). Semi-structured interviews are often preferred in management research, as they allow the researcher to gather in-depth and contextualized information about the experiences and perspectives of organizational stakeholders (Bryman, 2016). For example, semi-structured

interviews can be used to explore the perceptions and attitudes of employees towards organizational change, or to gather detailed accounts of decision-making processes within a company (Denzin and Lincoln, 2013). Overall, the use of semi-structured interviews allows researchers to gather rich and detailed data while still maintaining some control over the direction of the conversation (Kvale, 1996).

3.7.2. Data Collection method and Participants

This study included 33 in-depth interviews with senior HR leaders who were responsible for managing HR policies and PM. Pakistan’s HR fraternity member network comprising of fifty most influential senior human resources executives were approached by the author. These interviews were conducted with both multinational companies in Pakistan (n=13) and local family run owned companies (n=20). The purpose of these interviews was to gather more detailed and candid information about the respondents' viewpoints in an open and transparent environment, while ensuring their anonymity and confidentiality.

The following table gives the introductory profile of the professionals from Multinational companies. In the table the maximum age of the respondents is given as 45 years while the minimum age given is 30 years. The age bracket of the selected individual is reasonable and can comment on a system based on their experience. The age range is quite similar in both the groups, but more male members are included in the group which indicates that Human Resource Department male-dominated department The following table consists of the participant profiles of MNC and local Pakistani companies.

Table 3. 2 Participant profiles MNC companies:

<i>Org Code</i>	<i>Age</i>	<i>Gender</i>	<i>Tile</i>	<i>Year Ser</i>
MNC-ColgoCo-1	35-40	Female	Head HR	20
MNC-ColgoCo-2	30-35	Male	Country HR Head	15
MNC-ColgoCo-3	30-35	Male	Head HR	15
MNC-ColgoCo-4	40-45	Male	Head HR	15
MNC-ConsultCo1	40-45	Male	Head HR	20
MNC-ConsultCo2	40-45	Male	Senior HR Advisor	25
MNC-ConsultCo3	30-35	Male	HR Advisor	20
MNC-EnergyCo-1	35-40	Female	Country HR Head	15
MNC-EnergyCo-2	35-40	Female	Country HR Head	20
MNC-OilCo	30-35	Male	Country HR Head	15
MNC-PharmaCo	30-35	Female	Country HR Head	15

MNC-RetailCo	40-45	Male	Head HR / Comms	15
MNC-TelCo	35-40	Male	HR Advisor	20

Table 3. 3 Participant profiles of local Pakistani companies:

<i>Org Code</i>	<i>Age</i>	<i>Gender</i>	<i>Tile</i>	<i>Year Ser</i>
PLC-BankCo-1	35-40	Male	Manager Rewards	20
PLC-BankCo-2	35-40	Male	Director HR	20
PLC-CementCo-1	45-50	Male	Director HR	20
PLC-CementCo-2	35-40	Male	Head HR	25
PLC-CementCo-3	45-50	Male	Director HR	25
PLC-ColgroCo-1	45-50	Female	Group HR Head	20
PLC-ColgroCo-2	45-50	Male	CFO	25
PLC-Const-1	45-50	Male	Director HR	25
PLC-Const-2	35-40	Male	Head HR	20
PLC-ConsultingCo-1	40-45	Male	GM Human Resources	25
PLC-ConsultingCo-2	45-50	Male	Director HR	25
PLC-EduCo-1	40-45	Female	Group Head HR	25
PLC-EduCo-2	40-45	Male	Group HR Head	20
PLC-Energy-01	35-40	Male	Head HR	20
PLC-Energy-02	35-40	Male	GM Human Resources	20
PLC-HotelCo- 2	45-50	Male	Senior HR Advisor	25
PLC-HotelCo-1	35-40	Male	Head HR	20
PLC-MicroFinCo	45-50	Male	Chief HR Officer	25
PLC-PharmaCo-1	40-45	Male	Head HR	20
PLC-PharmaCo-2	40-45	Male	Head HR	20

Table 3. 2: Short Introduction of the Companies is given below table:

Org Code	Definition of Organization
PLC-BankCo-1	Pak based Islamic Bank.
PLC-BankCo-2	Pak based Conventional Bank. Employing 1,000 employees across 20+ branches across Pakistan
PLC-CementCo-1	Pakistan based Cement manufacturer. Employing 8,000 employees in 4 facilities
PLC-CementCo-2	Pakistan based Cement manufacturer. Employing 5,000 employees in 3 facilities.
PLC-CementCo-3	Pakistan based Cement manufacturer. Employing 4,000 employees in 2 facilities.
PLC-ColgroCo-1	Local Conglomerate. Progressive leadership. Multiple industries (Tech, Fertilizer.....)
PLC-ColgroCo-2	Local Conglomerate. Progressive leadership. Multiple industries (Tech, Fertilizer.....)
PLC-Const-1	Pakistan based Construction Co. Employing 5,000 employees in 3 facilities across Pakistan.
PLC-Const-2	Pakistan based Construction Co. Employing 5,000 employees in 3 facilities across Pakistan.
PLC-ConsultingCo-1	Pakistan based Professional Services Organisations. Employing 500 staff in 2 facilities in Pakistan.

PLC-ConsultingCo-2	Pakistan based Professional Services Organisations. Employing 700 staff in 2 facilities in Pakistan.
PLC-EduCo-1	Pakistan based education provider with School and College System 500 Employee
PLC-EduCo-2	Pakistan based education provider with School and College System
PLC-Energy-01	IT System Automation and Applications
PLC-Energy-02	Pakistan based Oil & Gas exploration. 500 employees
PLC-HotelCo- 2	Leisure Hotel company.
PLC-HotelCo-1	Leisure Hotel company. 500 employee
PLC-MicroFinCo	Pak based small business micro finance organisation 200 employee
PLC-PharmaCo-1	Pakistan based pharmaceuticals. Employing 500 employees in 2 facilities across Pakistan.
PLC-PharmaCo-2	Pak Textile and sports goods manufacturer. Employing 15,000 in multiple locations.
MNC-ColgoCo-1	UK MNC. FMCG. Approx. 2,000 employees in 7 locations
MNC-ColgoCo-2	US MNC. FMCG. Approx. 500 employees in 2 locations
MNC-ColgoCo-3	British based UK Approx. 600
MNC-ColgoCo-4	US MNC engineering company. 400 employees
MNC-ConsultCo1	UK MNC subsidiary with IT and business consulting. Karachi based, App 150 employees
MNC-ConsultCo2	UK MNC subsidiary with IT and business consulting. Karachi based, App 150 employees
MNC-ConsultCo3	UK MNC subsidiary with IT and business consulting. Karachi based, App 150 employees
MNC-EnergyCo-1	US Energy Co. Karachi based Approx. 500 employees
MNC-EnergyCo-2	US / UK Energy Co
MNC-OilCo	British MNC. Oil & Gas Company. Approx. 10,000 employees.
MNC-PharmaCo	Subsidiary of MNC. Pharma company. Approx. 6,000 employees
MNC-RetailCo	UAE based MNC Retail Shops Employees 2,000
MNC-TelCo	Sweden based Telco. Approx. 2,000 employees

3.7.3. Pilot Study of Qualitative Approach

This study utilized a qualitative approach that involved conducting semi-structured interviews. A pilot study was conducted as part of this research, which involved semi-structured interviews with two participants that were carried out using the online meeting tool online Zoom meeting tool. The purpose of conducting the pilot interview was to gather open and candid feedback on the research process and issue using open and probing questions. These questions were designed to stimulate more detailed responses than would not have been possible with a survey questionnaire (SAQ). It is expected that the pilot study will help to refine the research process, including the revision of interview questions, determining the appropriate time allocation for each interview, finalizing the sample collection, analysis, and evaluation. This approach is in line with the work of Bickman and Rog, (2009) and Symon and Cassell, (2008).

The current research employed the use of semi-structured interviews as a complement to the self-assessment questionnaire survey. The inclusion of semi-structured interviews aimed to provide an

additional independent perspective and understanding of the research issue. This pilot research consisted of a total of two interviews. The inclusion of qualitative interviews aimed to gather deeper insights and understanding from multiple perspectives, which may not have been captured through the survey results alone. Additionally, this method allowed for a more holistic conclusion to be drawn from the data. The relationship between the survey results and the interview data will be further explained and discussed in later sections of the study.

Furthermore, it is worth noting that there are some limitations to using pilot studies, such as the risk of incorrect assumptions being made based on pilot data and the possibility of duplicating data (van Teijlingen and Hundley, 2002; Williamson, 2017b). Nonetheless Pilot research may offer indication of the expected response rate and highlight any issues or difficulties that may develop when the study is done on a bigger scale, therefore it's important to keep that in mind. Another important principle that was identified in the pilot study is that pilot data should not be included in the final results, as it could compromise the validity of the research tool (van Teijlingen and Hundley, 2002). However, it could be argued that pilot data should be included when the research tool used has been time-tested and no modifications have been made.

3.7.4. An Overview of the Semi-Structured Interview guidelines

The study aimed to gather themes by modifying and developing a semi-structured interview template, as suggested by DeJonckheere and Vaughn, (2019). In-depth discussions on organizational norms were used to gain insight into individuals' values through these interviews, which were recorded and transcribed, with an average duration of 45 minutes. A pragmatic and mixed-method approach was employed by using probing and gathering themes, as discussed by Bourgeault et al., (2014). The design and selection of questions in the study were formulated as open-ended and probing questions that were specific to the semi-structured interview format, with a focus on performance management practices (PM). For example, the researcher asked questions like "How is the performance management process structured in your organization?" "What are some of the steps of performance management your organization follows?" "How would you characterize your company's strategy for managing employee performance?" "What does your company do to promote a performance culture?" and requested elaboration on their answers.

Following the pilot study process, the semi structure interview template was modified and developed to facilitate an open-ended conversation to gather themes. DeJonckheere and Vaughn, (2019) articulated that detailed discussion on organizational norms can allow the researcher to

understand deeper values in individuals' minds through semi-structured interviews. This will be followed up if needed for clarification. The interviews were recorded and transcribed. The average interview time was forty-five minutes.

The use of probing and theme gathering can help the researcher to adopt a mixed-method and pragmatic approach in this study, this leads to inquiry-based discussions (as cited in Bourgeault et al., 2014). The questions chosen for the study (as outlined in annexure 2) are phrased as open-ended queries that are specifically tailored to the semi-structured interview format. For instance, the researcher may ask questions such as "What factors led to changes in the appraisal system? Can you explain it in more detail?". Since the research centers around performance management practices, the researcher uses probing and open-ended questions such as: How is the performance management process organized in your organization; Can you take me through the steps of performance management that your organization follows, in what way would you define your company's strategy to performance management, can you highlight steps your company take to promote a performance culture, can you elaborate more on this, etc.

A snapshot of NVivo tool:

The screenshot shows the NVivo software interface with a document titled "D 1: PLC-BankCo-1" open. The document contains several paragraphs of text, with some parts highlighted in yellow. On the left side, there is a "Codes" list with various categories and sub-items, such as "Annual Goals and Objective Setting", "bonus", "career", "challenge", and "Components of Final Evaluation". The interface also includes a menu bar at the top with options like "File", "Home", "Search & Code", "Analyze", "Import & Export", "Tools", and "Help".

Highlighted text in the document includes:

- 13:** expectations mean. It may be defined as taking a new initiative, a new initiative will be delivered under your limited scope. You can widen your scope or make an addition which the bank has not included yet. I think this is how it may be defined. This is how I understood and I shared with my boss what points can we include for exceeding expectations.
- 14:** M: Okay. (Participant Name) do you have any feedback or discussion during the year under your performance management system? Or you just focus once in a year?
- 15:** R: Informally we do, obviously. But not formally. The other thing is that you will also put limitations. Let's suppose you can only award the exceed expectation to 2% of your workforce in the department. Last year we removed the Bell curve. Bell curve became obsolete years back in the west. Yet we in Pakistan continued to implement. Bell curve was the same but it says you can award 40% people for the exceed expectation and the others remain in the bottom. Obviously, its objective was, if every one of them has worked well, the head of the department will be confused while rating the for Expectations. As the rating differs, the appraisal differs. It will have a huge impact on your annual increment, bonus and promotion decisions. The thing is you are asking for exceed expectations and then putting restrictions not to award more than 2 people. Thirdly you have created a situation under exceed expectations which were not possible.
- 16:** M: Appraisal will get affected. When the rating will get affected, the development plan, training, increment, and bonus will get affected.
- 17:** R: Employees view performance management as a tool to salary increases. The primary benefit in employee and line manager is monetary. There is a lot of subjectivity.
- 18:** M: (Participant Name) I want to interrupt you here. For example, if we are awarding (Participant Name) for Exceed Expectation, then are you get informed at the beginning of the year about the objectives to achieve Exceed expectations? [15:00]
- 19:** R: Roughly, there is a lot of subjectivity. You are only asked to do something with was not under operation before.
- 20:** R: Exactly, your scope is limited you can not do that. Within your scope, you have to reach the moon. I mean this concept is copied, but its application in this banking industry, for Bank Islami if I say more specifically, we have to check your structure. If it was Google or an internet IT-based company where ideas are delivered and we were promoting ideas then it was fine. For marketing campaign or idea generation, to know how many ideas have you generated yet. It is possible there. We have instructed guidelines and policies from the State Bank, we have internal policies under internal control. We have to maintain our operations under those policies. After seeing these all sorts of things, we just need to modify our definition of "Exceed Expectation".
- 21:** M: Okay. If I summarize it, I will say you have a very well defined performance management system skating from top to bottom, but it includes a lot of subjectivity at the time of evaluating and rating employees. Sometimes our goals and objectives are also objectively defined, they are not smartly defined under subjectivity. They are more quantifiable. So the qualitative goes with the subjectivity. I think these issues are also highlighted in other interviews.

The screenshot shows the NVivo software interface with a document titled "D 1: MNC-ColgoCo-1" open. The document contains several paragraphs of text, with some parts highlighted in yellow. On the left side, there is a "Codes" list with various categories and sub-items, such as "bonus", "career", "challenge", "company", "country", "culture", "discussion", "employee", "goal", "hr", "issue", and "line". The interface also includes a menu bar at the top with options like "File", "Home", "Search & Code", "Analyze", "Import & Export", "Tools", and "Help".

Highlighted text in the document includes:

- 13:** that it now we have move to the fact that people now have discussions on the competency framework this is what you need to do in terms of moving ahead and by the next year we career mapping process we only do hyper succession ma...
- 14:** R: It is. Basically, the performance management system is one part of the bigger picture. Many things will get linked to this. And it will happen next year. And the succession plan is one of the bit kind of challenges that you will face. Because it is a family-owned company, so there is a major issue with the succession plan. If I share the example of my company, so I have got the head of the department who has passed the retirement age, still, he is preserved as head of the department. And his succession of number two, or his pipeline is not prepared. So, now it is so time wasted in the company, and they want to remain in the club. They do not let any succession get developed. You he is still persuaded if...
- 15:** M: One or the other. Okay. So it will not be a suitable question to ask if your performance management system is fair or unfair, because you have recently reformed it, and launched it. But there was a need and necessity to have a new system. In terms of (Participant), in terms of succession in any matters or training or development or giving feedback to employees. Are you considering these things? Or is this part of your overall change management plan? [20:00]
- 16:** R: Okay (Participant name) can you tell me for example it okay to be system driven one of the thing is through performance management system what practices do you make like ratings and implements developmental plans training needs and succession etc. are these all part of your overall component or you have done it all separately
- 17:** R: your individuals' development plans has a formal exercise but again it comes out of your performance management
- 18:** 10:11:38 in MNC-OilCo: that our top down skates our goals and annual objectives comes related to performance, financial and then they skate down you know to wherever it is possible and in them feedback sessions occur in midyear with the line managers or discussions and at year end performance rating is analyzed and reviews and through that career development plan and succession planning and bonus arises. [05:00] so have you seen the practice which I have tried to summarize if you elaborate it in your words
- 19:** R: Just to give you a little example there was a big question mark on the company bonus that we get. [05:00] That the business isn't going well and so forth. So he said okay fine don't give this bonus but then don't come to me when people come to me saying that they are leaving and I don't have a plan to retain them. He said the economy in Pakistan is not what it is in the UAE stop comparing apples to oranges, compare apples to apples.

The word cloud in the center shows the following terms: area, term, point, group, bonus, goal, way, value, team, practice, role, business, view, work, one, ceo, hr, level, guy, part, office, side, name, people, lot, performance, time, thing, year, sale, person, end, system, UC, type, issue, manager, course, structure, country, line, head, local, basis, discussion, plan, aspect.

The search results on the right show the following items:

- 5:09:14 in MNC-ConsultCo:** 8 Codings: management, plan, challenge, company, hr
- 5:11:41 in MNC-ConsultCo:** 5 Codings: plan, change, employee, management
- 9:10:54 in MNC-EnergyCo-2:** 5 Codings: plan, management, performance, practice
- 9:12:57 in MNC-EnergyCo-2:** 3 Codings: plan, management, performance
- 10:11:38 in MNC-OilCo:** 11 Codings: plan, bonus, career, discussion
- 12:27:18 in MNC-RetailCo:** 4 Codings: plan, bonus, business, company

3.7.5. Thematic analysis Process

The interviews were conducted in Urdu and English and appropriated after completion. The completed transcripts were prepared and processed to extract relevant themes and responses to the study's questions. NVivo software was used for data processing. Following is the description of suggested steps for thematic analysis as applied on the current data set. Thematic analysis was conducted using the guidelines by Braun and Clarke (2006) which consisted of the following steps.

- Data familiarity
- Initial coding
- Review and grouping of codes
- Identification of theme
- Description of themes
- Discussion on Themes

Data familiarity is the reading and rereading of transcripts which makes the researcher familiar with the data. After data familiarity, primary codes were highlighted and recorded. The initial codes are linked with relevant quotes from the transcripts. A connection was made between the original coding and the pertinent data quotations. Grouping the codes by their similarities and contrasts was done. Around 140 codes were initially identified and grouped into thirty sub-themes and finally into seven main themes in two sections. The analysis of multinational companies and the local companies was done separately whereas the common themes are discussed jointly after the description of individual themes. The structure of this analysis is based on four sections. The first section is about the introduction, analysis process and the key findings. The second section is about MNC while the third section is about local Pakistani companies, and the fourth section is about the comparison of findings about multinational companies and local Pakistani companies. Key findings are discussed and summarized in the analysis section.

3.7.6. Qualitative Analytical tool – NVivo Package for Social Sciences

NVivo is an important part of qualitative data analysis. NVivo is crucial to qualitative data analysis. NVivo eliminates 'time-consuming' transcribing and speeds up analysis. Like statistics packages, qualitative data analysis programs aren't flawless. It helps organize crucial ideas and analyses, which the researcher must oversee. Thus, qualitative data cannot be analysed by software. Data analysis is supported by NVivo, a data management program.

3.8. Chapter Conclusion

Research philosophies are the beliefs, attitudes, viewpoints, and convictions toward knowledge development. Therefore, it is important to identify and recognize research philosophy because it helps shape things around and a certain view of the world.

As discussed in the chapter above, research philosophies can be categorized as ontological, epistemological, and axiological assumptions. The section briefly debated the objectivism subjectivism mindset, where objectivism incorporates assumptions and entails realist, quantifiable and factual truth (epistemology), and it is free from value influences (axiology). Whereas subjectivism entails a perception-driven (ontology) and is based on interpretations and narratives (epistemology). The Mixed Method Convergent approach was adopted to respond to the main research questions. Therefore, built on pragmatic research philosophy, this study will adopt mixed research methods to answer the research question. Hence, mixing the quantitative or qualitative approaches as part of the research's data collection and analysis may bear a better understanding and/or knowledge creation.

The researcher has noted that there is no perfect paradigm. Scholars point out that although pragmatism gives more flexibility to researchers for the choice of mixed methods, this may cause issues when data needs to be transformed for integration and analysis as discrepancies may occur between different data. Applying pragmatism to research may allow for a more thorough knowledge of the social environment in which a study is conducted. However, Pragmatism does not consider knowledge as universal and absolute. From pragmatists' view, knowledge is never finished or perfect; rather, it is a continuous process that can continue to evolve. Hence, this becomes an encouraging tool for critical thinking for social sciences researchers. Furthermore, the literature review demonstrates that there is no established theoretical model suitable for this study and using mixed methods is the best solution to answer the research question in this exploratory study. Therefore, after comparing three research philosophies and their strengths and weaknesses, the researcher believes the pragmatism stance best suits this study.

Because of its focus on people's actual experiences working across a variety of organisational structures, this study is firmly rooted in the Pragmatist worldview (family-owned and multinational corporations) in relation to Performance Management Practices in human resources by responding to the research questions. The Pragmatist philosophy understands that there are different types of

organizational interpretations and available data with multiple backdrops collected under diverse settings. These organizations can experience and create different social realities through individuals. The mixed Method will be discussed in the next section in detail.

The choice is based on the reason that a pragmatist approach enables the researcher to adapt a mixed methodology (qualitative/quantitative or Mixed) to best suit the research objective. The researcher does not advocate either a pure positivistic or a pure interpretivist philosophical stance, as pragmatism allows flexibility in choosing multiple research methods. Instead, the researcher chooses pragmatism as the underpinning philosophy for this study.

In summary the chapter highlights the theoretical underpinnings of the study, the procedures used, and the analytical methods applied. Specifically, a concurrent triangulation strategy was used to combine quantitative and qualitative techniques to provide an exhaustive and one-of-a-kind data collection. The quantitative analysis is explained in Chapter 4, the qualitative analysis is discussed in Chapter 5, and a synthesis of the two analyses is presented in Chapter 6 along with answers to the study's central research questions.

4. CHAPTER FOUR: QUANTITATIVE DATA ANALYSES AND RESULTS

4.1. Introduction

The main aim of this chapter is to present a detailed statistical analysis and of findings for this research work. This chapter is a unique combination of descriptive, exploratory and confirmatory statistical techniques to draw appropriate conclusions about the pre-defined hypotheses of the current study. However, the most important element of this chapter is the systematic validation of scales that involves a series of statistical tests and procedures. This validation procedure provides such explored constructs that are further utilized in the confirmatory of the hypothetical model of study. This model is the base of various hypotheses of the study which have been tested through a survey dataset collected from a well-structured questionnaire.

This chapter consists of a number of sections. The first section specifies some basic ideas about data cleaning, response rate, and an overview of the basic characteristics of the study respondents. Followed by sub section on exploratory analysis which mainly includes exploratory factor analysis (EFA), and reliability analysis of explored constructs is presented. In this section, the researcher tries to explore the new dimensions and constructs related to performance management practices (PMS) in Pakistan. The next section is the confirmation of these explored constructs using confirmatory factor analysis (CFA) and its related various types of statistical testing like convergent validity, discriminant validity, composite reliability and goodness of fit indices. In the third section, these new constructs are used to develop structural models (SEM) which use the theoretical associations derived from the pre-defined hypotheses. These pre-assumed logical relationships have been tested in this section. In addition to this structural model, a very important assumption of structural equation models (SEM); common method bias (CMB) is also tested and reported here. In the following section, Multi-Group Analysis (MGA) was performed and presented to examine the impact of the nature of the company on the structural relationships of western performance management practices and type of organization (if any). This analysis is called moderation analysis. This is followed by hypotheses testing is discussed and concluded. Based on this section, the researcher will provide a conclusion summary of support and/or partial support for hypotheses.

4.2. Preliminary Analysis

4.2.1. Data Cleaning and Screening

There are a few steps which are crucial to ensure the quality of measurement and data collection process before the actual data analysis (Huebner et al., 2016). These steps usually include data cleaning and data screening. This short process would help in controlling the false positive and negative findings in the main statistical analysis. In data cleaning, after data collection, we try to find data errors and inconsistencies in the collected data. For this purpose, raw information or data was thoroughly reviewed in terms of completeness, consistency and validity. The records which were duplicated and had missing information were removed from further analysis. Data editing is another step-in data cleaning that involves the correctness of wrongly entered information or other errors which can be dealt with. In data screening, we generally identify the outliers of collected data and sometimes we assess the assumption of normality. At this stage, we mainly focus on the identification of outliers. Outliers are such extreme values of the data which are very different from the rest of the data. The presence of these values is quite problematic for estimated model coefficients and other measures of the model. Therefore, it is important to identify and manage such values in the dataset. Outliers usually occur in quantitative variables which have a large domain or range of values. In the case of Likert scale variables or categorical variables, it is rare to have outliers in the dataset. In this study, the items have been assessed through the Likert scale. Therefore, outliers are not a serious threat in the current study. The only possibility is the wrongly entered information which had been dealt with and ensured in this study as per the prescribed method.

4.2.2. Response Rate

In applied sciences, it is ideal to have a high response rate to get valid and well-justified findings. In this study, to get a sufficient response rate, questionnaires were distributed through utilizing Jisc online survey tool previously known as BOS (Bristol Online Survey). In fourteen companies (eight local family owned and six multinational organizations) after the submission of questionnaires, follow-up calls and a soft reminder in the form of email notifications were made to the relevant personnel consecutively to increase the response rate. A total of two thousand questionnaires were distributed into fourteen organizations. Out of which one thousand and thirty-eight (n=1038) participants had completed the questionnaire online. The high response rate was desired to approach the pre-defined sample size (as discussed in Chapter 3). This sample size is

directly associated with the objectives and statistical techniques of the study. Therefore, researchers always try to get a maximum number of responses. In summary, we got one thousand and thirty-eight (n=1039) responses to questionnaires out of two thousand questionnaires distributed. It means we got almost fifty two percent (51.90%) response rate which is acceptable as per literature. (Krishnan and Poulouse, 2016; Story and Tait, 2019)

4.3. Demographic Characteristics of the Respondents

The survey questionnaire (SAQ) was circulated among employees working in different types of organizations. Demographic details of employees and organizational characteristics have been summarized here in Table 4.1. The sample consisted of 903 (86.9%) male respondents and the majority (47.4%) were in the age groups of 25-35 years. The selected employees were working in two types of companies: 100% Pakistani ownership and multinational companies (MNCs). Respondents from MNCs were slightly higher (52.6%) than their counterparts. By grades of respondents in the organization, 201 (19.3%) respondents were working as executives. On the other side, the majority of respondents 496 (47.7%) were working as staff in these two types of organizations. The length of service of employees was also asked. The majority of the respondents, 552 (53.1%), were initial career employees and had only 1-5 years of service. These employees mainly work in various departments like accounting, finance, taxation, sales and marketing, business and operational planning, human resources, operations, etc. However, these were mainly classified into four types of departments: operations, human resources, sales and marketing and corporate support. As per frequency distribution, 468 (45%) of the selected employees were associated with operations in the organization. Sales and marketing (15.6%) and corporate support (16.4%) related employees were almost equal in the sample. These respondents work in a range of organizations like oil, gas and petrochemicals, financial services, travel and hospitality, education, retail sector, media and communications, automotive etc. However, these organizations were grouped into five main categories. The majority of organizations 464 (44.7%) were grouped into engineering services and only 58 (5.6%) were providing retail services. The remaining 15%, 10.3% and 24.4% are divided into oil and gas, financial services and manufacturing industries, respectively.

Table 4. 1: Demographic Characteristics of Respondents and Organization Characteristics

Attributes and Categories	Frequency	Percentage
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Gender		
Male	903	86.9
Female	136	13.1
Age Groups		
18 to 25	69	6.6
25 to 35	493	47.4
35 to 45	325	31.3
Above 45	152	14.6
Ownership of Organization		
100% Pakistani ownership	492	47.4
Multi-national Company	547	52.6
Job Grades		
Executives	201	19.3
Managers	342	32.9
Staff	496	47.7
Length of Service		
0 to 5	552	53.1
5 to 15	406	39.1
Above 15	81	7.8
Departments		
Operations	468	45
Human Resources	239	23
Sales and Marketing	162	15.6
Corporate Support	170	16.4
Main Industry		
Oil and Gas	156	15
Financial Services	107	10.3
Retail Services	58	5.6
Manufacturing	254	24.4
Engineering Services	464	44.7

4.4. Exploratory Factor Analysis

4.4.1. Evaluation of scales constructs: Independent and Dependent: (n =1039)

In the introductory paragraphs of this section, we have discussed a debate regarding the running of EFA; combined on IV and DV factors or separately. As we developed scales to measure the proposed concepts and we are not sure about the items and their possible factor loadings.

Researcher reviewed both approaches to ensure the validity of extracted factors and their statistical and theoretical structures. Based on the research questions and situation at hand, we present the findings of EFA for IVs and DV factors separately (see Tables 4.2, 4.3).

According to Hair et al. (2010), mixing dependent and independent variables in a single factor analysis and then using the derived factors to support dependence relationships is inappropriate. Similarly, Hair (2015) argued that when you use exploratory factor analysis the variables are not divided into dependent and independent categories. Instead, all variables are analyzed together to identify underlying patterns or factors. The technique can be used to factor analyze either independent or dependent variables considered separately. Gaskin (2018) argued that when doing a factor analysis, it's crucial to include just those variables that are directly pertinent to the study's central research topic. Combining dependent and independent variables in a single factor analysis might provide misleading findings. Hence EFA is run on IVs and DVs separately. EFA of independent variable factors have shown that one factor (8th factor: OCB) has only two items but with strong factor loadings and weak cross-loading. If we consider the Eigenvalue > 1.0 as a number of factors retention criteria then we have only 7 factors solution. But again, we considered the scree plot and retained the 8 factors for further analysis. As we know that less number of items probably yield a low Eigenvalue as it is computed for each factor to indicate the amount of variance explained by that particular factor (Watkins, 2018). The explained variation is a term which is directly proportional to a number of items or variables included in the analysis. Irrespective of only 2 items this factor's explained variation (5.86%) is close to the 7th factor's explained variance (6.46%). This is the reason we keep 8 independent factors for further processing. This 8-factor solution contained the same items as we obtained in the combined EFA. All other assessments required in EFA were also noted and found that this 8-factor solution is fine for further consideration. **KMO (0.957)** and Bartlett's test of sphericity (Chi-square = 20740, p-value < 0.01) ensured the adequacy and accuracy of EFA on this dataset. All communalities are greater than 0.4. The explained variation of this 8-factor solution is approximately 71% which is higher than the

recommended value of 60%. In the end, it is observed that all factor loadings are properly loaded on their respective primary factors and weakly correlated with secondary factors. This analysis ensured the validity of 8-factor solution for independent factors. Now, we present the findings of EFA applied on DV items separately.

Table 4.2 and 4.3 show the findings of EFA using only items for independent and dependent factors respectively. This analysis provided a single-factor DV solution with 3 confirmed items. KMO test value (0.690) was close to 0.70 (recommend value) with Bartlett’s test of sphericity (Chi-square = 739.20, p-value < 0.01) indicates the suitability of EFA on this dataset with the selected items. Communalities and factor loadings of these 3 items have also been found aligned with the pre-defined recommended values. Therefore, this EFA ensures the formation and pattern matrix of independent and dependent constructs like combined EFA. It is important to mention that the reliability of these extracted factors have already been reported in Table 4.2 and 4.3. Now, we are in a better position to use a 9 factor solution which includes 8 IV and 1 DV dependent factors and found valid and reliable for further analysis.

Table 4. 2: Rotated Component Matrix for 8-factor Solution and independent factor solution

Rotated Component Matrix									
N 1039									
Scale	OCT	FB	COMPB	COMPA	TD	PERPIMP	PERAPP	OCB	Commun
Alpha	0.903	0.898	0.809	0.896	0.866	0.867	0.799	0.878	
Q14_Cult14	0.747	0.243	0.147	0.107	0.125	0.125	0.093	0.062	0.694
Q12_Cult12	0.710	0.272	0.068	0.073	0.123	0.031	0.184	0.123	0.653
Q3_Cult3	0.692	0.158	0.157	0.093	0.054	0.112	0.043	0.004	0.555
Q1_Cult1	0.677	0.140	0.142	0.214	0.138	0.134	0.110	0.192	0.630
Q11_Cult11	0.664	0.271	0.095	0.083	0.179	0.015	0.131	0.204	0.622
Q2_Cult2	0.630	0.099	0.177	0.329	0.104	0.154	0.055	0.047	0.587
Q13_Cult13	0.613	0.196	0.027	0.139	0.157	0.213	0.145	0.197	0.564
Q10_Cult10	0.612	0.207	0.186	0.161	0.132	0.111	0.188	0.138	0.562
Q16_Cult16	0.494	0.158	0.099	0.083	0.223	0.139	0.238	0.220	0.460
Q56_FBack5	0.242	0.785	0.086	0.105	0.110	0.123	0.110	0.012	0.732

Q57_FBack6	0.244	0.764	0.139	0.084	0.111	0.111	0.092	0.058	0.706
Q54_FBack3	0.280	0.731	0.126	0.067	0.115	0.129	0.148	0.088	0.692
Q55_FBack4	0.185	0.698	0.100	0.180	0.138	0.148	0.111	0.204	0.659
Q58_FBack7	0.184	0.655	0.266	0.086	0.216	0.225	0.079	0.115	0.658
Q52_FBack1	0.207	0.649	0.131	0.122	0.171	0.218	0.162	0.094	0.608
Q48_Comp7	0.212	0.212	0.806	0.148	0.136	0.161	0.157	0.111	0.844
Q47_Comp6	0.251	0.210	0.752	0.224	0.132	0.182	0.200	0.095	0.823
Q49_Comp8	0.249	0.258	0.720	0.214	0.172	0.166	0.201	0.105	0.802
Q43_Comp2	0.174	0.082	0.080	0.792	0.039	0.101	0.168	0.055	0.714
Q42_Comp1	0.210	0.178	0.177	0.780	0.132	0.087	0.118	0.077	0.760
Q50_Comp9	0.311	0.195	0.252	0.679	0.153	0.118	0.107	0.067	0.712
Q30_TD1	0.215	0.178	0.125	0.080	0.810	0.128	0.173	0.065	0.805
Q31_TD2	0.242	0.246	0.135	0.155	0.804	0.129	0.109	0.089	0.844
Q32_TD3	0.322	0.319	0.186	0.126	0.638	0.184	0.153	0.154	0.743
Q67_PerfImp8	0.228	0.245	0.149	0.123	0.090	0.794	0.043	0.060	0.793
Q66_PerfImp6	0.291	0.251	0.198	0.074	0.115	0.747	0.137	0.052	0.786
Q64_PerfImp5	0.055	0.207	0.107	0.129	0.178	0.662	0.190	0.164	0.608
Q25_PerfApr9	0.251	0.198	0.187	0.204	0.153	0.133	0.781	0.131	0.847
Q24_PerfApr8	0.257	0.231	0.218	0.152	0.191	0.174	0.748	0.121	0.831
Q26_PerfApr10	0.351	0.254	0.265	0.242	0.168	0.167	0.563	0.076	0.695
Q6_Cult6	0.268	0.147	0.119	0.072	0.096	0.096	0.127	0.855	0.868
Q5_Cult5	0.270	0.169	0.106	0.094	0.109	0.133	0.093	0.842	0.879
Total Eigenvalues	13.788	1.839	1.658	1.287	1.177	1.092	1.004	0.891	
% of Variance	43.086	5.746	5.182	4.022	3.677	3.412	3.138	2.785	
Cumulative %	43.086	48.832	54.014	58.036	61.712	65.124	68.263	71.047	

Table 4. 3: Rotated Component Matrix for 1-independent factor

Single-Dependent factor component matrix		
Rotated Component Matrix		
N 1039		
Scale	WPMP	Commu

Alpha	0.75	
Q74_ConDiv5	0.84	0.705
Q76_ConDiv7	0.83	0.689
Q70_ConDiv1	0.78	0.608
Total Eigenvalues	2.002	
% of Variance	66.736	
Cumulative %	66.736	

4.4.2. Evaluation of scales constructs: Complete Dataset (n =1039)

Psychometric evaluation of scales is the main procedure which needs to adopt before conducting the main analysis (Chang, 1994; Sajid et al., 2020). This evaluation is considered a yardstick for the scales, especially new scales. It mainly deals with two main components: validity and reliability. These components will evaluate the adequacy and appropriateness of the scales and create scientific rigor in the research. The validity of scales is mainly assessed through construct validity and exploratory factor analysis (EFA). EFA or factor analysis is a multivariate data analysis technique and is mainly used for data reduction. However, apart from dimension reduction, the fundamental idea behind EFA is to explore the hidden structures or constructs using several correlated items which are being measured at least on the Likert scale. The highly correlated items are condensed into latent constructs or factors which are ideally independent to each other (Hair et al., 2007). These highly correlated items make linear combinations and provide new variables which have a strong correlation within the items. The ideal scenario is that in which items of the same factor have strong correlations with each other's and weak correlations (cross-loadings) with items of other factors. This is the base of convergent and divergent validity, respectively. These correlations are called factor loadings and high factor loadings on the same factor reflect that the items are having similar meanings or measuring a similar concept. It reflects the robustness of measurement and scales which are used to measure the concepts. These newly explored factors or constructs are more informative in their construction patterns as compared to individual items (Badenes-Ribera et al., 2020; DiStefano and Hess, 2005; Kline, 2014).

Before running the EFA, we need to discuss an essential point. There is debate on running the EFA on the independent variable (IV) and dependent variable (DV) separately. The group of researchers who favors the argument argued that IV and DV are two separate concepts and should be evaluated

separately and their mixing would confuse the researchers. However, the counter-narrative is that for newly developed scales we are not sure about the items and their possible loadings and cross-loading in their assumed constructs. Therefore, combined EFA can be performed and ensure the true strong factor loadings and weak cross-loadings of IV constructs on DV construct. This combined analysis would provide strong evidence regarding items of IV and DV constructs.

4.4.3. Construct Validity

In this study, there are total of 81 items which have been developed to measure the possible independent and dependent latent factors. However, to reduce the possible chances of biasness while responding to the questionnaire, we used 7 negative items. The inclusion of these items in the questionnaire would ensure the interest of the respondent while answering the questions. Initially, EFA was performed on all 81 items without discriminating between the independent and dependent factors. This initial run (non-rotated) provided us with the 12 factors solution with 61.546% explained variation and had an Eigenvalue greater than 1.0. This 12-factor solution and their items could not be explained theoretically. We further tried the most common varimax rotation (a type of orthogonal rotation approach) to differentiate the factors items and to get a well-justified interpretation. However, like the un-rotated approach, the rotated method could not provide the explainable structure of identified factors. For this first solution, many items have strong cross-loading on multiple factors therefore, these items were removed one by one from the subsequent runs. Further, this initial solution could not provide a useful pattern matrix which could be identifiable as independent and dependent factors. Therefore, researchers delete all negative items in addition to those items which had low factor loadings (0.5) and high cross-loadings (where the difference between primary factor loading and secondary factor loading is less than 0.2. Gaskin & Lim, (2012).

In the next run, we removed 7 negative items and re-run the EFA. The items with low factor loadings and high cross-loadings were deleted one by one and in the end, the 8-factors solution was obtained. This 8-factor solution was based on the rule of thumb; Eigenvalue >1.0 (see Table 2). The correct number of factors to retain is the fundamental concern in EFA (Fabrigar, L. R. and Wegener, 2011). Generally, Eigenvalue >1.0 rule is followed, but there is a debate and strong criticism on the usage of this eigenvalue rule as discussed in the literature (Izquierdo et al., 2014; Norris and Lecavalier, 2010). An Eigenvalue is computed for each of the resulting factors to indicate the amount of variance accounted for by that factor independent of all other factors. It

means there are chances to get a higher eigenvalue for the factor which has a higher number of items and vice versa. Therefore, researchers suggested using multiple techniques for the identification of a suitable number of factors. However, it is quite possible to get different numbers of factors in multiple techniques. The other most common type is the usage of a scree plot whose sharp deflection on the y-axis showed the number of factors to be retained. We also consider this approach to identify the suitable factors to be retained. The scree plot showed that there should be 9 factors in the EFA. Interestingly we found the 9th factor which had only two items with very high factor loadings (0.850 and 0.837 (See Table 3)) and explained rotated variation (5.348) through this factor is close to the 8th factor (5.851). These 9-factor rotated solutions explained the total variation of approximately 71%. Most importantly this 9-factor solution identified such factors which can be explained and justified in a theoretical structure. This solution is based on a total of 35 items in which all items have strong factor loadings ≥ 0.50 and weak cross-loadings with other factors. All other prerequisites of EFA were also assessed which are the Kaiser Mayer Olkin (KMO) test of sampling adequacy and Bartlett's test of sphericity. The value of the KMO test was 0.959 which is greater than 0.90 (that means data is marvelously adequate for running EFA (Gaskin, 2019; P. Kline, 2014)). Further, a p-value of Bartlett's test is significant at a 5% level of significance (Chi-square = 22075, p-value < 0.05) which indicates that items are correlated to each other and can be converted into factors. Overall, both tests showed the sufficiency of sample and suitability of data for running the EFA, respectively. Additionally, all identified (35 items) items have shown the required value of communality (the tendency of an item to correlate with other items). All items have shown communalities > 0.40 as the minimum value of communality was 0.47 for Q16_Cult16 (See Table 4.4). The items with less than 0.40 communalities had also been removed from the analysis.

Table 4. 4: Matrix for 9-factor Solution Individual Communalities of Finalized Items

Scale	OCT	FB	COMPB	COMPA	TD	PERFIMP	WPMP	PERFAPP	OCB	Commu
Alpha	0.903	0.898	0.809	0.896	0.866	0.799	0.867	0.878	0.75	
Q14_Cult14	0.7370	0.238	0.135	0.099	0.112	0.116	0.175	0.089	0.054	0.695
Q12_Cult12	0.7080	0.271	0.063	0.071	0.12	0.028	0.088	0.182	0.12	0.654
Q3_Cult3	0.6860	0.155	0.152	0.087	0.046	0.104	0.126	0.039	-0.002	0.555
Q1_Cult1	0.6730	0.138	0.135	0.211	0.136	0.132	0.113	0.104	0.19	0.631
Q11_Cult11	0.6570	0.267	0.083	0.076	0.169	0.01	0.148	0.128	0.199	0.622

Q2_Cult2	0.6340	0.099	0.181	0.327	0.107	0.154	0.062	0.046	0.048	0.595
Q10_Cult10	0.6070	0.205	0.178	0.156	0.124	0.105	0.128	0.185	0.133	0.561
Q13_Cult13	0.6000	0.19	0.009	0.131	0.141	0.204	0.185	0.145	0.189	0.566
Q16_Cult16	0.4960	0.157	0.099	0.082	0.228	0.142	0.067	0.228	0.222	0.465
Q56_FBack5	0.24	0.7830	0.082	0.1	0.105	0.12	0.089	0.105	0.01	0.732
Q57_FBack6	0.237	0.7600	0.13	0.078	0.101	0.103	0.137	0.087	0.053	0.707
Q54_FBack3	0.27	0.7270	0.113	0.061	0.101	0.118	0.161	0.147	0.079	0.695
Q55_FBack4	0.185	0.6980	0.095	0.179	0.136	0.145	0.08	0.108	0.202	0.661
Q58_FBack7	0.184	0.6540	0.265	0.083	0.216	0.225	0.085	0.071	0.116	0.662
Q52_FBack1	0.204	0.6470	0.125	0.12	0.167	0.214	0.104	0.159	0.091	0.609
Q48_Comp7	0.205	0.209	0.7960	0.143	0.127	0.154	0.164	0.157	0.106	0.842
Q47_Comp6	0.242	0.207	0.7390	0.219	0.122	0.174	0.176	0.201	0.089	0.82
Q49_Comp8	0.248	0.257	0.7150	0.21	0.169	0.165	0.122	0.196	0.105	0.803
Q43_Comp2	0.171	0.08	0.073	0.7870	0.031	0.095	0.112	0.166	0.051	0.713
Q42_Comp1	0.21	0.178	0.173	0.7790	0.132	0.086	0.081	0.115	0.076	0.763
Q50_Comp9	0.305	0.192	0.242	0.6740	0.145	0.113	0.148	0.104	0.062	0.712
Q30_TD1	0.206	0.175	0.114	0.074	0.7990	0.12	0.162	0.171	0.059	0.804
Q31_TD2	0.238	0.245	0.13	0.152	0.7970	0.122	0.131	0.107	0.083	0.842
Q32_TD3	0.316	0.316	0.178	0.12	0.6300	0.18	0.157	0.147	0.151	0.744
Q67_PerfImp8	0.226	0.245	0.146	0.122	0.088	0.7890	0.095	0.041	0.057	0.791
Q66_PerfImp6	0.288	0.25	0.195	0.071	0.112	0.7440	0.11	0.132	0.05	0.786
Q64_PerfImp5	0.046	0.205	0.095	0.122	0.164	0.6540	0.152	0.192	0.158	0.608
Q70_ConDiv1	0.144	0.113	0.124	0.12	0.074	0.028	0.7810	0.077	0.014	0.686
Q76_ConDiv7	0.206	0.167	0.082	0.105	0.159	0.162	0.7080	0.098	0.123	0.665
Q74_ConDiv5	0.273	0.176	0.154	0.082	0.138	0.159	0.6900	0.049	0.143	0.679
Q25_PerfApr9	0.252	0.197	0.181	0.201	0.15	0.132	0.104	0.7770	0.13	0.831
Q24_PerfApr8	0.261	0.233	0.217	0.15	0.19	0.172	0.076	0.7440	0.12	0.846
Q26_PerfApr10	0.343	0.25	0.252	0.235	0.155	0.157	0.175	0.5610	0.068	0.698
Q6_Cult6	0.265	0.145	0.114	0.07	0.09	0.089	0.108	0.126	0.8500	0.876

Q5_Cult5	0.265	0.167	0.1	0.09	0.102	0.128	0.124	0.089	0.8370	0.867
<i>Total Eigenvalues</i>	14.597	1.842	1.663	1.336	1.23	1.173	1.079	1.006	0.863	
<i>% of Variance</i>	41.706	5.263	4.75	3.818	3.514	3.351	3.083	2.873	2.464	
<i>Cumulative %</i>	41.706	46.969	51.719	55.537	59.051	62.402	65.485	68.358	70.822	

This 9-factors solution provides us with 8 theoretically justified independent and one dependent factor. The dependent factor consists of 3 items which are very much aligned with the theoretical assumptions before conducting this analysis. These 3 items are (1) Western performance management practices are accepted as best practice (2) Western concept of constructive feedback is accepted by employees (3) Line managers can implement western performance management practices. These 3 statements are strongly correlated and theoretically similar to each other's which showed the suitability of this structure for the construction of the dependent factor of this study. All other 8 factors and their corresponding number of items have been provided in Table 3. For further easiness, we have named these newly explored factors as per theoretical formation.

Factor 1 = Organisational Climate of Trust (OCT) = Q14, Q12, Q3, Q1, Q11, Q2, Q10, Q13, Q16

Factor 2= Performance Feedback (FB) = Q56, Q57, Q54, Q55, Q58, Q52

Factor 3= Compensation and Benefit Decision (COMPB) = Q48, Q47, Q49,

Factor 4= Compensation and Benefits Equity (COMPA) = Q43, Q42, Q50,

Factor 5 = Career Development (TD) =Q30, Q31, Q32,

Factor 6 = Performance Accountability (PERFIMP) =Q67, Q66, Q64,

Factor 7 = Performance Appraisals (PERFAPPR) =Q25, Q24, Q26,

Factor 8 = Organisational Behaviour Climate (OCB) = Q6, Q5

Factor 9= Western Performance Management Practices (WPMP) = Q70, Q76, Q74,

4.5. Revised Constructs post EFA

In this section, the constructs of the scales that were derived from factor analysis are presented. The items that pertain to each scale are outlined, followed by an illustration of how these items signify the scales.

4.5.1. Org Culture and Trust (OCT)

A number of items measuring organisational culture and trust made up this scale. The first three items relate to the senior management / leadership team's effort towards engaging employees. Indicated by the first item is the degree to which senior management created an environment of trust through access to senior management. The second item relates to senior management's collaborative effort in business decision making i.e., taking into account employees' viewpoints in regard to management's attention to their needs before making decisions. The third item is about the open-door communication access by employees to the topmost tier leadership. The OCT scale was developed using not just these components of senior management trust but also five other internal culture factors. The fourth item measures the extent to which employees perceive the individual objectives achievement through consultative and supported by internal culture. The fifth item relates to recognizing team successes. The sixth and seventh culture item are about the organisation enabling valuing diverse viewpoints and expression of opinions without fears of backlash. The last item measures enforcement of ethical standards and value of individual employees' opinion.

All these items collectively in the scale represent aspects of organisation values culture of open communication, teamwork, trust, respect variety of viewpoints and encouraging a collaborative work environment led by senior leadership team. Enabling employees' feel inclusive, engaged and productive. High scores indicate management commitment towards an engaged workplace based on the above criterion. In addition, the HRM practices used to generate the OCT scale's items are well recognised as constituting high-performance work practices (HPWP) in the HRM literature (Boxall and Purcell, 2003).

4.5.2. Org Culture and Behaviours (OCB)

The Organisational Culture and Behaviours (OCB) Scale consisted of two items. The normal rule used in the constitution of a factor / scale was to have a minimum of 3 items with loadings of 0.50 and above. However, for this scale an exception was made due to excellent loading of 0.80 and above. The first item assesses how well employees understand their role in fostering a positive business culture. The next item aims to collect views of employees on how much these employees clearly understand and exhibit required behaviours in maintaining viable company core values and culture. All items collectively represent the importance and understanding of behaviours critical to organisation values and culture. An item measuring the important behaviours linked to

organisational values address overall work environment thus impacting culture, values and organisational performance (Boxall and Purcell, 2015; Dastmalchian et al., 2015; Guest, 2014; Ihssan Maamoun Jwijati, 2017; O'Donnell and Boyle, 2008) .

4.5.3. Compensation and Benefit Equity (COMPA)

A number of items measuring compensation and benefit equity (COMPA) made up this scale. In the first item, internal and external equality in compensation for employees' talents and skills are evaluated. Another item concerns perceptions of salaries offered by the organisation in comparison to the external industry players. Last item is about whether employees feel secure based on the salary received. All these items collectively in the scale represent aspects of fair compensation and rewards methodology based on internal peer equity and external competitive compensation benchmarking. High scores indicate employee's satisfaction with the compensation strategy, hence providing job security. The perceptions of correlation between appraisal process and financial rewards. Employees' perceptions regarding performance, salary increases and promotion are measured. Employees' perceptions of the strength and objectivity of performance management system as a tool for salary increase, bonus payments and career growth through promotions within the organisational hierarchy are measured respectively. Collectively, these items reflect the significance of company culture in influencing how people evaluate their own performance and the incentives they receive for it. Employees' ratings of how encouraging and empowering the place of work is in terms of fostering a performance-driven culture are captured by this scale. High scores indicate proportionate correlation between performance output, effort and compensation received.

4.5.4. Compensation and Benefit Decision (COMPB)

A number of items measuring Compensation and Benefit Decision (COMPB) made up this scale. A total of three items constitutes this scale. The first item evaluates how significantly employees are paid increases are according to their performance deliverables i.e., performance against agreed goals and objectives. Second item concerns perceptions of performance bonuses paid to the employee by the organisation utilized performance matrix in making such decisions. The last item is about whether employee's promotion is correlated to individual performance during the year or respective performance management cycle; yearly, bi-monthly, quarterly performance evaluation discussions. All these items collectively in the scale represent aspects of pay for performance culture compensation and rewards methodology. High scores indicate employee's satisfaction with

the performance driven rewards and compensation strategy. The perceptions of correlation between performance and financial rewards. These items illustrate the importance of a pay-for-performance culture in an organization. In this case, it's about how employees view the performance and reward system of the company. This scale measures how conducive and supportive an organization's internal environment is to a performance-driven culture. A high score indicates a proportionate relationship between performance output, effort, and compensation.

4.5.5. Performance Feedback (FB)

This scale is measuring the importance of providing performance feedback (FB) to employees in the organisation. The scale comprises of six items demonstrating observations on employee's willingness of providing and receiving performance feedback. The frequency with which the employees believe they get feedback on their performance is assessed in the first question. Then there is an item about opportunities to be publicly appreciated and recognised by the manager for a job well done to fuel feedback performance culture. Another item looks at the idea of articulating performance expectations as part of the conversation between manager and employee to avoid performance surprises, an additional item addresses employee discretion and perspective in the event of a dispute over performance outcomes. One item assesses the insights of support provided by line manager to employee should lack in meeting performance expectations occur. The last two items record feedback principle based on employees' strengths and encouragement to prepare for such an important meeting. The feedback discussions are based on perceptions of values and culture within the organisational belief system. All of these items collectively are thought to reflect how open the company is to providing employees with feedback on their performance. There is a consistent line of thinking between these issues and the development of cultures based on performance feedback. The degree to which employees believe that their organisation encourages honest and open communication between all levels of management. High scores indicate commitment and ownership amongst managers and employees to acknowledge a job well done. Furthermore, supported by managers when employees run into challenges to deliver results for the team.

4.5.6. Career Development (TD)

The scale for Career Development (TD) scale measures employees' perceptions of organisational focus on their career development, as critical factor in engaged workforce as highlighted by authors (Ahmad, Allen, et al., 2019; Horwitz and Budhwar, 2015; Zhu et al.,

2013). Three items constituted this scale. The first two items assess the level at which employees' training and career development needs get discussed and documented as part of the performance management process. Next item is about measuring perceptions of implementing training needs which are development focused rather than areas of improvement driven. Last item is about how organisation is committed to support employee develop degree of urgency in owning own careers by employees. A high rating here indicates employees believe the organisation is actively working to foster a culture and systems promoting professional growth.

4.5.7. Performance Appraisal (PERAPPR)

A performance appraisal involves assessing an employee's performance against predetermined standards and organizational goals. Performance Appraisal (PERAPPR) Scale measures employees' perceptions of organisational focus on career development, which is a critical element of an engaged workforce (Ahmad, 2019; Horwitz and Budhwar, 2015; Zhu et al., 2013). This scale consisted of three items. As part of the performance management process, the first item measures how well employees understand performance evaluation criteria and evaluation systems. Measurement of ambiguity (if any) in performance evaluation is the next item. In the last item, we discuss the objectiveness and fairness of performance appraisals and the organization's commitment to clearly dividing good and bad performances. A high score in this scale indicates that employees believe their organization cultivates a culture and process that enables transparent performance evaluations.

4.5.8. Performance Accountability (PERIMP)

The Performance Accountability (PERIMP) scale evaluates the importance of accountability in the organisation. Three items constituted the scale. The first item estimates how well employees are able to take responsibility for accomplishing their given tasks and goals. The second and third item is about assessing experiences of employees about the leaders and managers level of accountability for their own and respective team performance. When taken in entirety, these items collectively provide information on the organization's emphasis on responsibility and ownership. High score in this scale represents that accountability and ownership is transparently assigned irrespective of the hierarchy position in their organisation.

4.5.9. Western Performance Management Practices (WPMP)

Western Performance Management Practices (WPMP) scale has three items. These questions pertain to employees' observations on if western performance management practices are suitable for Pakistani contexts. In these three categories, responses are specifically captured on the acceptance of western pay-for-performance systems and the ease of providing critical and constructive feedback to employees. The emphasis on trust and engagement in team performance management practices is reflected in high scores on these items. In each item, the probability of an employee going through the performance appraisal process is measured, as well as employees' perceptions of the performance appraisal process. Conducting collaborative performance review sessions while appreciating the process. These elements together make up the influence of western performance management best practices in local culture. Additionally, these items highlight how such practice with universalist approach which can facilitate performance output. (Colakoglu et al., 2016; Pfeffer, 2007; Rowley and Warner, 2007).

4.6. Reliability Analysis

The second component of the psychometric evaluation is the reliability assessment of newly explored latent factors. It measures the consistency of a scale or dependability of items. After EFA, we found 9 factors and sub-scales from the main questionnaire. We named these sub-scales as per their theoretical construction. Therefore, we need to assess the reliability of each subscale, separately. For this purpose, Cronbach's alpha was used which recommends that the value must be greater than 0.70 (Gaskin & Lim, 2012; Sajid et al., 2020). In this study, all sub-scales had shown a reliability coefficient greater than 0.70. The least reliable sub-scale was WPMP but its value was still higher than the recommended threshold. In addition to this assessment, some basic descriptive statistics of all these sub-scales were also provided (See Table 4). It indicates that OCT is the largest subscale and consisted of 9 items while OCB has only 2 items. Mean and standard deviations of all sub-scales are also provided in Table 4. OCT and OPB have the highest correlations (0.644, p -value < 0.01) between them while PBE and OCB is the least correlated pair (0.325, p -value < 0.01). However, all correlations are significant at a 5% level of significance.

Table 4. 5: Reliability analysis and basic statistics of newly extracted 9-factors

	Items	Alpha	Mean	SD	OCT	FB	COMPA	COMPB	TD	PERFAPP	PERFIMP	OCB	WPMP
OCT	9	0.90	2.35	0.74	1.00								

FB	6	0.90	2.44	0.82	.626**	1.00								
COMPA	3	0.81	2.92	0.94	.560**	.452**	1.00							
COMPB	3	0.90	2.59	0.94	.583**	.568**	.552**	1.00						
TD	3	0.87	2.49	0.92	.599**	.586**	.440**	.527**	1.00					
PERFAPP	3	0.80	2.38	0.81	.528**	.579**	.418**	.537**	.498**	1.00				
PERFIMP	3	0.87	2.51	0.94	.644**	.583**	.553**	.637**	.576**	.528**	1.00			
OCB	2	0.88	1.99	0.77	.532**	.420**	.325**	.394**	.403**	.380**	.440**	1.00		
WPMP	3	0.75	2.63	0.77	.536**	.471**	.412**	.487**	.487**	.440**	.452**	.381**	1.00	

4.7. Evaluation of Scales constructs: EFA Dataset (n =529)

In exploratory studies, it is always important and crucial to validate the extracted factors and their corresponding items through various ways. This subsection deals with next level evaluation of newly explored factors or constructs through EFA. Generally, validity through EFA and reliability analysis is sufficient as psychometric check. However, to augment this conventional strategy we also used split method to confirm the explored factors using complete dataset. For this purpose, we first split our sample into two equal datasets and randomly considered one dataset for EFA and other one for confirmatory factor analysis (CFA). CFA will be performed on the same factors which have been explored by EFA using complete dataset. If both techniques explored and confirmed the same pattern matrix in two different splits or sub-samples then we would be more confident to use these latent factors in the next level analysis: structure equation modeling (SEM) and moderation analysis. To follow this strategy, the same structure of extracted factors using complete sample had been validated in small or sub-samples of main samples. Interestingly, our study sample came from two possibly different populations or organizational structure; MNCs and 100% Pakistani ownership. The sample distribution was almost equal and we divided these samples into further sub-sample and make two random split with almost equal contribution from both types of organizations. Therefore, we have presented the findings of EFA using a dataset consisted of almost half from MNCs and half from Pakistani ownership; first split. We followed the same procedure and thresholds as adopted in previous sub-sections. Additionally, we used CFA to confirm the 9- factor solution on the second split. Now we present the findings of EFA for eight independent and one dependent factor separately.

Findings of this EFA on random split ($n = 529$) have similar patterns like EFA of combined sample. EFA of independent factors have shown that same 32 items have been identified in 8 (IV) factors if we consider the criteria of researchers approach and scree plot rather than Eigenvalue > 1.0 as a number of factors retention criteria. Interestingly, when we used Eigen-value > 1.0 criteria it provided 6 factors solution. However, the communalities of these items had severe issues in extraction of variance and many items need to be dropped (as these values are less than 0.40). Therefore, we used the same logic of retention of 8 factors like we did in previous section and analysis. The explained variation is a term which is directly proportional to a number of items or variables included in the analysis. This 8-factor solution contained the same items as we obtained in the combined EFA. All other assessments required in EFA were also noted and found that this 8-factor solution is fine for further consideration. KMO (0.942) and Bartlett's test of sphericity (Chi-square = 7042.16, p -value < 0.01) ensured the adequacy and accuracy of EFA on this dataset. All communalities are greater than 0.4 (See Table 4.6). The explained variance of this 8-factor solution is approximately 61% which is greater than the recommended value of 60%. In the end, it is observed that all factor loadings are properly loaded on their respective primary factors and weakly correlated with secondary factors except for a few items Q66, 67, 11, 16, 3. However, these items still have higher factor loadings on their primary factors. This analysis ensured the validity of an 8-factor solution for independent factors in this random split of 529. Now, we present the findings of EFA applied on DV items separately.

Table 4.7 shows the findings of EFA using only items for dependent factor (DV). This analysis provided a single-factor solution with 3 confirmation items. KMO test value (0.61) was less than 0.70 (recommend value) but in acceptable range (Shrestha, 2021) with Bartlett's test of sphericity (Chi-square = 190.925, p -value < 0.01) indicates the suitability of EFA on this dataset with the selected items. Other requirements like communalities and factor loadings of these 3 items have also been according to pre-defined criteria. Therefore, this EFA assures the formation and pattern matrix of independent and dependent constructs like combined EFA.

Table 4. 6: Independent Factor solution Finalized Items (for split sample $n = 529$)

Rotated Component Matrixa
Component

	FB	OCT	COMPB	TD	PERFAPP	COMPA	OCB	PERFIMPT	Commu
	0.828	0.828	0.861	0.797	0.814	0.691	0.728	0.725	Initial
Q57_FBack6	0.723	0.070	0.103	0.131	0.017	0.172	0.152	-0.081	0.614
Q56_FBack5	0.713	0.135	0.161	0.117	0.059	0.109	0.065	0.067	0.591
Q58_FBack7	0.626	0.095	0.178	0.175	0.083	0.061	0.076	0.212	0.525
Q54_FBack3	0.599	0.282	0.154	0.149	0.101	0.031	0.027	0.279	0.575
Q55_FBack4	0.583	0.197	0.036	0.192	0.208	0.037	0.087	0.234	0.524
Q52_FBack1	0.525	0.306	0.159	0.180	0.221	0.041	-0.020	0.178	0.51
Q14_Cult14	0.164	0.683	0.173	0.117	0.069	0.082	0.038	0.197	0.589
Q12_Cult12	0.307	0.607	0.116	0.208	0.173	-0.003	-0.032	0.087	0.557
Q1_Cult1	0.166	0.601	0.117	0.010	0.181	0.288	0.217	-0.061	0.569
Q2_Cult2	0.176	0.595	0.155	0.031	0.037	0.307	0.158	-0.112	0.543
Q13_Cult13	0.154	0.498	0.099	0.326	0.049	0.040	0.117	0.188	0.44
Q10_Cult10	0.016	0.458	0.226	0.277	0.109	0.162	0.053	0.299	0.468
Q3_Cult3	0.275	0.453	0.044	-0.056	0.226	0.083	0.391	-0.147	0.518
Q16_Cult16	-0.017	0.451	0.021	0.248	0.087	0.151	0.170	0.382	0.471
Q11_Cult11	0.144	0.447	0.126	0.393	0.059	0.073	0.158	0.192	0.461
Q48_Comp7	0.216	0.158	0.812	0.120	0.074	0.135	0.141	0.113	0.802
Q47_Comp6	0.203	0.192	0.778	0.080	0.183	0.143	0.148	0.088	0.773
Q49_Comp8	0.199	0.201	0.756	0.116	0.200	0.165	0.063	0.097	0.746
Q31_TD2	0.262	0.202	0.101	0.754	0.143	0.121	0.095	0.014	0.732
Q30_TD1	0.161	0.096	0.078	0.695	0.254	0.146	0.122	0.181	0.658
Q32_TD3	0.343	0.228	0.127	0.664	0.100	0.129	0.106	0.035	0.666
Q25_PerfApr9	0.122	0.136	0.132	0.151	0.797	0.193	0.135	0.109	0.797
Q24_PerfApr8	0.176	0.134	0.166	0.232	0.791	0.114	0.128	0.104	0.776
Q26_PerfApr10	0.215	0.293	0.325	0.146	0.558	0.176	0.031	0.201	0.643
Q42_Comp1	0.144	0.123	0.176	0.102	0.057	0.754	0.023	0.117	0.662
Q43_Comp2	0.084	0.159	0.032	0.090	0.160	0.724	0.064	0.039	0.597
Q50_Comp9	0.116	0.204	0.274	0.207	0.174	0.588	0.013	0.180	0.582
Q5_Cult5	0.071	0.120	0.134	0.201	0.083	0.076	0.800	0.131	0.748
Q6_Cult6	0.155	0.211	0.142	0.113	0.118	0.013	0.773	0.171	0.742
Q67_PerfImp8	0.450	0.113	0.148	0.084	0.111	0.193	0.095	0.576	0.635
Q64_PerfImp5	0.309	0.033	0.127	0.173	0.156	0.066	0.190	0.534	0.493
Q66_PerfImp6	0.408	0.293	0.168	-0.004	0.182	0.149	0.102	0.530	0.628
Total Eigenvalues	10.994	1.692	1.488	1.303	1.245	1.022	0.992	0.898	
% of Variance	34.357	5.287	4.651	4.070	3.890	3.193	3.101	2.806	
Cumulative %	34.357	39.644	44.295	48.366	52.256	55.449	58.550	61.356	

Table 4. 7: Dependent Factor solution Finalized Items (for split sample n = 529)

Single-Dependent factor component matrix		
Rotated Component Matrix		
N 529		
Scale	WPMP	Commu
Alpha	0.75	
Q74_ConDiv5	0.821	0.674
Q76_ConDiv7	0.676	0.457
Q70_ConDiv1	0.753	0.567
Total Eigenvalues	1.698	
% of Variance	56.614	
Cumulative %	56.614	

CONFORMATORY FACTOR ANALYSIS FOR VALIDATION OF SCALES

4.8. Confirmatory Factor Measurement Model – construct (n=510)

Now, we have presented the findings of CFA using a 9-factor model (with 35 items). The same 9-factors and items which have been identified in EFA of complete sample of study. However, by following the split method strategy as test of robustness, we used a sample of 510 dataset for this purpose. This data set is independent of the data set utilized at EFA level. Hence robust. CFA is a very well-known technique which is mainly used to confirm the latent structures of factors generally using their well-established items. Factor loadings of items in these latent structures are of primary interest in this analysis. These factor loading are regression paths which have been drawn from latent factors to observed variables or items. Further, CFA is mainly used to assess the degree of fitness or overlap between assumed and measured model called goodness of fit. Conventionally, this assumed model is based on pre-existing theories and background knowledge. However, newly explored factors and their latent structure can also be confirmed using CFA approach as suggested in the literature (van Prooijen and van der Kloot, 2001; Sajid et al., 2019). CFA mainly measures the link between latent factors and their observed variables or items therefore this model is called measurement model. After the exploration of theoretically justified 9-factor solution using EFA approach, we can test this solution considered as measurement model. Similar to EFA, CFA also tests the validity and reliability of the scales, however, in a completely different fashion. CFA will evaluate the convergent validity, composite reliability and discriminant validity.

4.8.1. Convergent validity

It measures the strength of relationship between each observed item with its assumed or hypothetical construct. In simple words, it means items of a construct should converge and commonly share a higher proportion of variance. Similar to R-square it ranges between 0 to 1 and ideal value of standardized factor loadings > 0.70 . However, in newly explored constructs and items its value can be 0.60 (Awang, 2014; Hair et al., 2021). The important thing is that an item with low factor loading can be retained if the overall average variance extracted (AVE) is higher than 0.50. In AMOS, standardized factor loadings are also tested using t-test and its significant value shows the importance of the tested item in the assumed latent construct. In our CFA or measurement model, all items have standardized factor loadings ≥ 0.60 and followed the pre-defined criteria (See Figure 1). These loadings are placed on the arrows from each observed item to latent construct. Q64_Perorganisationp5 has the least standardized factor loading 0.60 and Q5_cult5 has the highest loading of 0.94. Convergent validity was assessed for these 9 constructs on three criteria suggested in the literature (Fornell and Larcker, 1981; Hair et al., 2010):

1. All standardized factor loadings must be greater than 0.6 and significant (Awang, 2014)
2. Composite reliabilities (CR) of construct reliabilities should be higher than 0.70 (Gaskin et al., 2019; Hair et al., 2010)
3. Average variance extracted (AVE) by each construct should be higher than 0.50 or exceed the variance due to measurement error (Hair et al., 2010).

Figure 1 is the depiction of factor loadings and covariances between the constructs. We also reported Table 17 which includes various statistics related to convergent, discriminant and reliability. This table has been generated through a Plugin “Master Validity Tool” developed by Gaskin (Gaskin et al., 2019). In addition to CR, AVE, this tool also provides maximum shared variance (MSV) and MTDonald construct reliability (MaxR(H)) which will be discussed in next subsection. AVE of all latent constructs have been found greater than 0.50 (as recommended). OCT and WPMP have equal and lowest value (0.55) of AVE but still higher than the minimum value (0.50). Further, OCB showed the highest value of AVE (0.84). These values showed that these 9-constructs have good level of convergent validity.

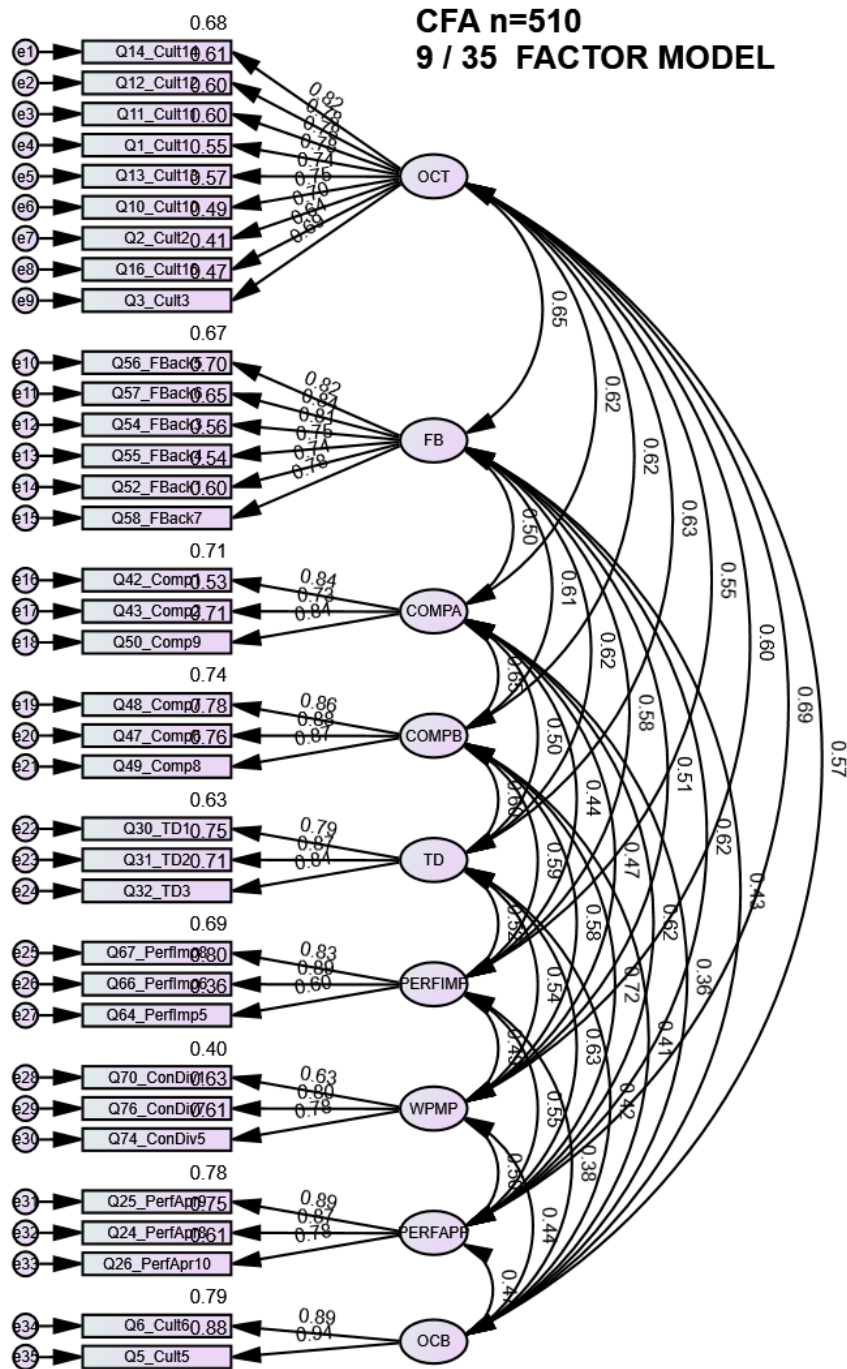


Figure 4. 1: Confirmatory factor analysis 9-factor model (split sample n = 510 dataset)

4.8.2. Composite Reliability

Composite reliability is another requirement of construct validity. It is actually the degree of consistency in the observed items and their error (Johann et al., 2021). Reliability of scale ensures

the reproducibility of findings on using same scale in different trials. In simple words, it measures how many items of a construct are consistent and homogenous within the same construct. The standard method to evaluate the reliability in constructs to have composite reliability > 0.70 . Its value also ranges from 0 to 1 and higher is better especially > 0.70 . However, in newly explored constructs the value between 0.6 to 0.7 is acceptable (Hair et al., 1995). We also computed the CR of all constructs of 9-factor model on split sample ($n = 510$) and found that minimum value of CR was 0.78 for WPMP (See Table 4.15). While OCT has the highest value of CR (0.92). It means all latent constructs of the 9-factor model have sufficient level of reliability. Therefore, these constructs with their corresponding observed items can be used further.

4.8.3. Discriminant Validity

This type of validity assesses the discriminating strength of one construct to other. It means that items of one construct should explain the variance of own assumed construct than other constructs. In simple terms, items of a construct have higher factor loadings than its loadings on all other latent constructs. This type of validity is assessed through comparing AVE of latent construct with squared correlations for each of the constructs. The AVE of construct should be greater than the squared correlations of all other constructs and considered as rule of thumb (Hair, Black, Babin, Anderson, & Tatham, 1998). Discriminant validity usually occur when two things happen:

1. The correlation of the latent construct score with observed item needs to reflect a justified pattern of loading, one in which the observed item load highly on their theoretically assigned latent factor and not highly on other factors.
2. Discriminant validity requires an appropriate AVE analysis for its establishment. The test is to see if the square root of every AVE for each construct is much larger than any correlation among any pair of latent construct (Chin W, 1998) and should be at least 0.50 (Fornell and Larcker, 1981).

The square of AVE of each construct has been reported in the diagonal of **Table 4.7**. These values measure the variance of observed items for its assumed construct and off diagonals values are the squared correlations between constructs. As we can see that diagonals elements are higher than the off diagonals elements which reflect the presence of divergent validity in these constructs. Overall, construct validity, composite reliability and divergent validity of this 9-factor model has no issue as per suggested thresholds in the literature. Therefore, we can say that this 9-factors solution is

well-justified and its measurement model is valid and can be used further. However, for further processing its last check regarding goodness of fit indices need to be evaluated.

4.8.4. Model Fitness

Table 4.8 presents the few standard criteria for the evaluation of CFA model. These criteria consist of CMIN/DF, CFI, SRMR, RMSEA and p-value of the model. All these statistics have been computed through AMOS Plugin (model fit measures) developed by Gaskin (Gaskin & Lim, 2016). Actually, these model fit measures assess the goodness of fit (that means how much actual model based on real data overlaps on the hypothetical model). The hypothetical model assumes latent construct with their observed items. Table 18 also mentioned the threshold of all model fitness criteria and the main interpretation. Findings have shown that this 9-factor measurement model or CFA has an excellent fit and can be used further. These findings also showed that this 9-factor model which was actually explored through EFA is sufficiently valid. Further, all items on their assumed latent constructs can be utilized further to measure these sub-scales.

Table 4. 8: Validity Assessment of 9-factor CFA model

				Max.	COM			COM	PER				
	CR	AVE	MSV	R(H)	OCT	FB	PA	PB	TD	FIMP	WPMP	PERFAPPR	OCB
OCT	0.92	0.55	0.47	0.92	0.744								
FB	0.91	0.62	0.43	0.91	0.653**	0.789							
COMPA	0.85	0.65	0.43	0.86	0.618**	0.498**	0.807						
COMPB	0.91	0.76	0.52	0.91	0.622**	0.612**	0.653**	0.871					
TD	0.87	0.70	0.39	0.88	0.626**	0.620**	0.497**	0.604**	0.834				
PERFIMP	0.82	0.62	0.35	0.87	0.546**	0.582**	0.442**	0.590**	0.515**	0.784			
WPMP	0.78	0.55	0.36	0.80	0.603**	0.508**	0.468**	0.579**	0.537**	0.491**	0.740		
PERFAPPR	0.88	0.72	0.52	0.89	0.686**	0.620**	0.621**	0.721**	0.626**	0.552**	0.496**	0.846	
OCB	0.91	0.84	0.32	0.92	0.566**	0.435**	0.363**	0.413**	0.423**	0.384**	0.439**	0.471**	0.914

Table 4. 9: Goodness of Fit Indices for CFA of 9-Factor (n = 510)

Measure	Estimate	Threshold	Interpretation
CMIN	1057	--	--
DF	524	--	--
CMIN/DF	2.017	Between 1 and 3	Excellent
CFI	0.954	>0.95	Excellent
SRMR	0.045	<0.08	Excellent
RMSEA	0.045	<0.06	Excellent
P.Close	0.988	>0.05	Excellent

4.8.5. Testing and Nesting Competing CFA Models: 9 Factor Model Fit Full Data

Development, validation and implementation of new scales is always a challenge for researchers. Generally, new scales are developed for testing of new theory or existing theory or an adaptation of an existing theory. In any case, usage of new scales rather than established scales needs a solid justification and detailed evaluation before implementation. Therefore, in addition to previous multiple exploration and confirmation which includes EFA, CFA, split random sample, we also used an additional process of nesting that authenticated and augmented our 9-factor model solution. Here, we adopted a process called testing competing CFA models to address and validate the reliability of scales / model at a higher level. For this purpose, multiple CFA models are developed other than the most suitable 9-factor model (as we assumed the best in given situations and would be baseline model for other models if possible) and CFA models with less than 9-factors. We developed 8 other CFA models having 8-factors and ends at 1-factor solution. Model fitness measures have also been evaluated for each model (see **Table 4.9**). CMIN/DF, CFI, SRMR, RMSEA, p-value of each model have also been provided in the said Table. These values have shown that the 9-factor model is more appropriate than any other model in terms of goodness criteria. All values of these fitness measures are better in the 9-factor model solution as compared to any other model in the Table 4.9. However, Chi-square test of difference (χ^2D) is the main test and is used to compare the multiple models with each other is also computed. Chi-square values and degrees of freedom from any two nested models may be used to conduct this test of difference. One definition of a layered model is a model that shares variables with another model but adds at least one estimating parameter. (Kline, 2015). We computed the Chi-square test of difference values using Chi-square and degree of freedom values of each model subtracted from corresponding values reported Table 4.9. These findings also suggested that this 9-factor model is significantly different from all other models. Therefore, we can conclude that this 9-factor model is best suited in this study to evaluate and confirm the theoretical relationships.

Table 4. 10: Model Nesting (n=510)

Model Descriptions	CMIN	DF	CMIN/DF	CFI	SRMR	RMSEA	PClose	χ^2_D
Model 1 CFA 9 Factors Solution	1056.692	524	2.017	0.954	0.045	0.045	0.988	Baseline model
Model 2 CFA 8 Factors Solution	1420.118	532	2.669	0.924	0.048	0.057	0.001	363.43
Model 3 CFA 7 Factors Solution	1730.434	539	3.21	0.897	0.051	0.066	0	673.74
Model 4 CFA 6 Factors Solution	2170.402	545	3.982	0.86	0.055	0.077	0	1113.71
Model 5 CFA 5 Factors Solution	2784.029	550	5.062	0.809	0.07	0.089	0	1727.34
Model 6 CFA 4 Factors Solution	2855.649	554	5.155	0.803	0.062	0.09	0	1799.96
Model 7 CFA 3 Factors Solution	3301.609	557	5.927	0.765	0.072	0.098	0	2244.92
Model 8 CFA 2 Factors Solution	3969.282	559	7.101	0.708	0.077	0.109	0	2912.59
Model 9 CFA 1 Factors Solution	3951.48	495	7.983	0.682	0.082	0.117	0	2894.79

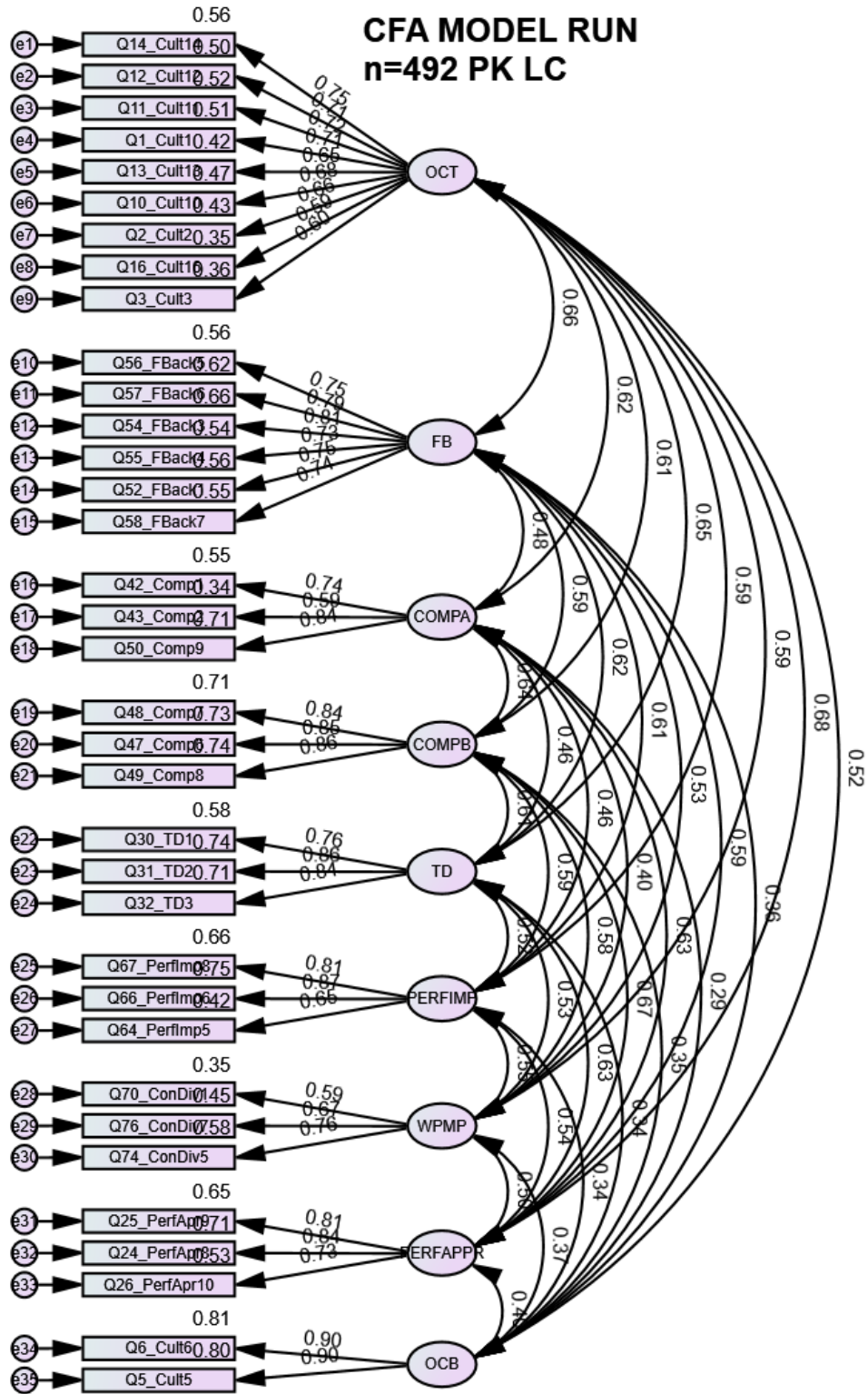
4.8.6. Equivalence Testing Multiple Confirmatory Factor Measurement Models

Additionally, to be able to justifiably test hypotheses, it needs to show that the CFA factors and items from the PKLC locally owned sample are equivalent to the CFA factors and items from the PKMNC owned sample. Before running testing for differences between the two groups. For this purpose, sets of companies. These are presented and discussed as follows:

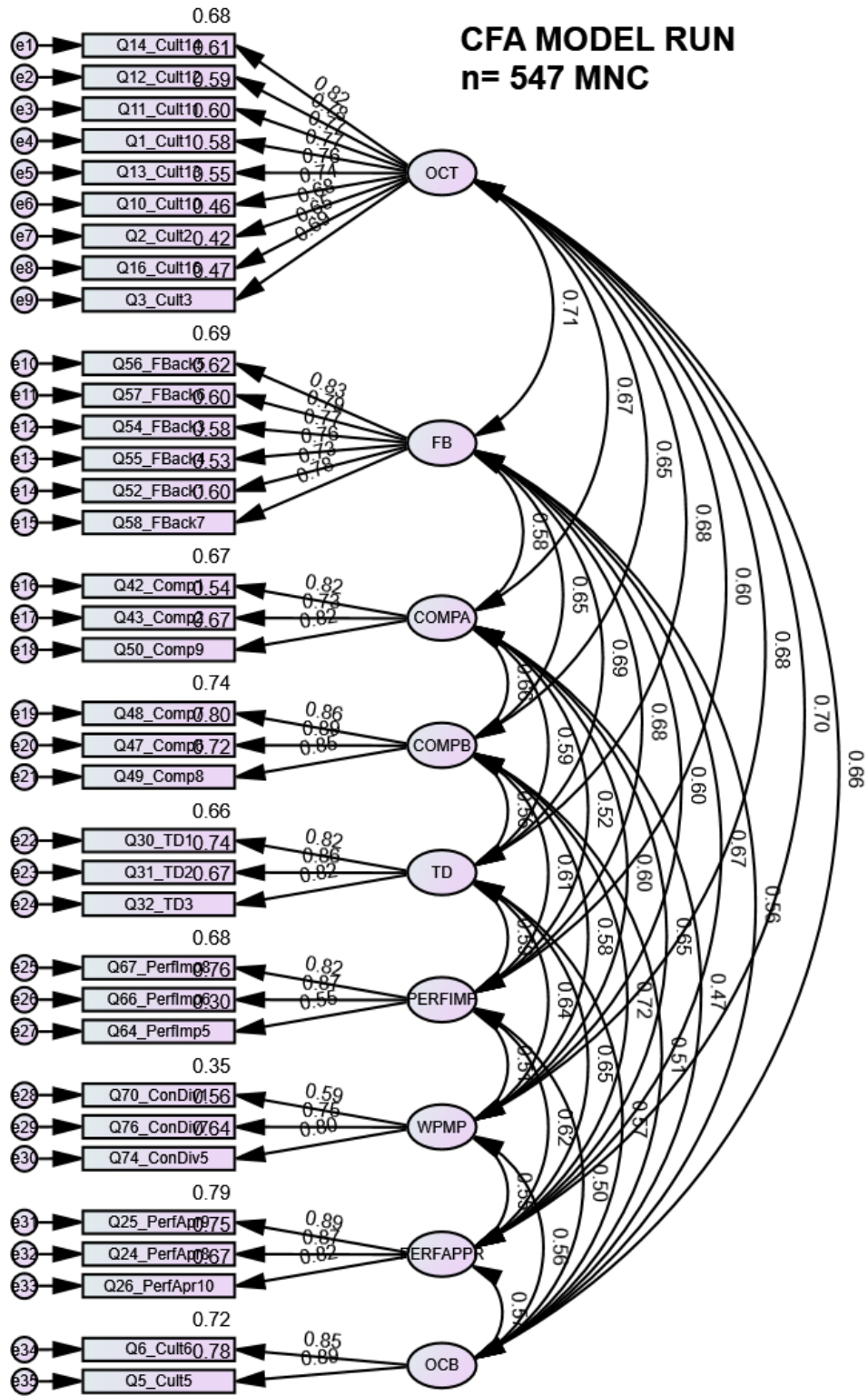
Model Fit Measure Analysis Multiple Sample Sets								
	Measure	CMIN	DF	CMIN/DF	CFI	SRMR	RMSEA	PClose
Full Sample	n=1039	1382.329	524	2.638	0.961	0.036	0.040	1
PKMNC	n=547	1130.847	524	2.158	0.951	0.042	0.046	0.961
PKPLC	n=492	1015.827	524	1.939	0.947	0.044	0.044	0.995
Half Split1	n=510	1056.692	524	2.017	0.954	0.045	0.045	0.988
Half Split 2	n=529	813.242	524	1.552	0.960	0.038	0.032	1

Cutoff Criteria*			
Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
SRMR	>0.10	>0.08	<0.08
RMSEA	>0.08	>0.06	<0.06
PClose	<0.01	<0.05	>0.05

*Note: Hu and Bentler (1999, "Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives") recommend combinations of measures. Preferred a combination of CFI>0.95 and SRMR<0.08. To further solidify evidence, add the RMSEA<0.06.



PK MNC 547 DATA



4.8.7. Measurement equivalence Testing for Random Split Samples

It is always an important point to ensure the applicability of scales even for well-established scales in new settings. How can we be confident that these surveys are measuring the same construct among all respondents? Therefore, in the literature, there is a detailed guideline to answer this question (Lee, 2018). The statistical method known as "multigroup Confirmatory factor analysis" is used by researchers to test measurement invariance among participants from multiple groups (Taciano L. Milfont and Fischer, 2010). Multigroup CFA is essentially an extension of traditional CFA; however, rather than fitting your data set with a single model, you divide your data set into groups (here we have two random splits of the total sample), determine model fit for each group separately, and then perform Multi-Group comparisons. With the use of this approach, researchers can determine if respondents from various groups view the same metric conceptually similarly (Ali Memon et al., 2019; Byrne, 2015). Applied research relies heavily on testing for measurement invariance to make sure that comparisons across different participant groups are valid and meaningful. Without tests of measurement invariance, according to Chan (2011), "we cannot presume the same construct is being examined across groups by the same measure". Therefore, regardless of the subject or discipline, measurement invariance testing is a crucial addition to our toolbox of statistical techniques that aid in boosting the reliability and validity of our study. By following the above-mentioned guidelines and steps discussed by Gaskin (Gaskin and Lowry, 2014), configural invariance is performed and presented here.

In this study, two random splits were created to perform psychometric analysis. One split was used to run EFA and other was used in CFA. However, before running this analysis, measurement invariance testing is performed to show that both groups have similar participants in terms of understanding the questionnaire and its contents. Results have been presented in the form of figures. As per Gaskin (2019), model fit indices of CFA models for both splits should be acceptable as per standard criteria. Both figures have shown that both model fit indices are fine. In second random split (n =529), only AGFI value is slightly lower than the recommended value of 0.90. However, as per guidelines of (Hair et al., 2010), at least one criteria of model fitness should be followed for the acceptance of model. Based on this, it can be concluded that model fitness of both groups or splits are acceptable and processed further for psychometric analysis.

Figure 4. 2: Confirmatory Factor Analysis for Random Split Sample (n=529)

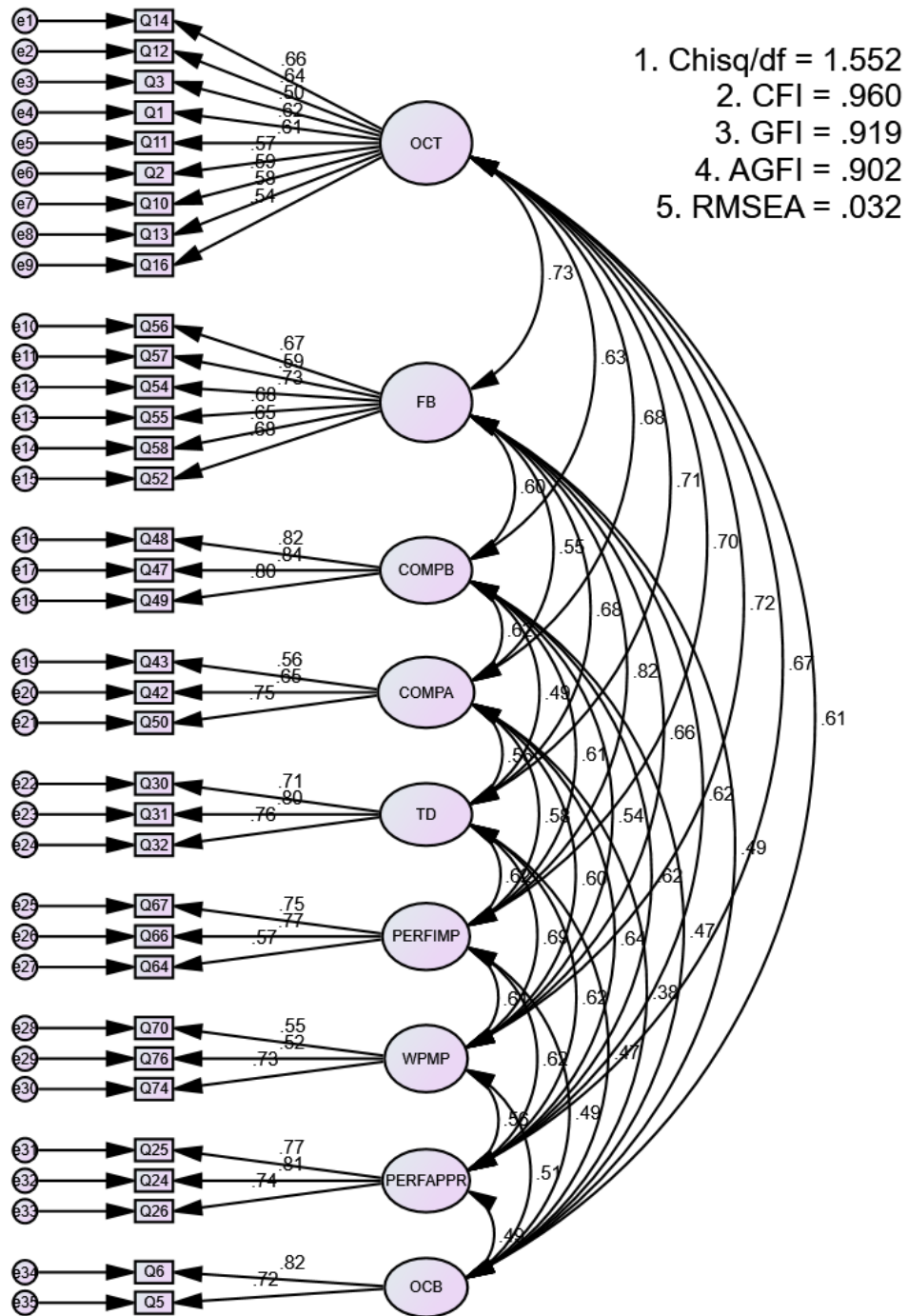
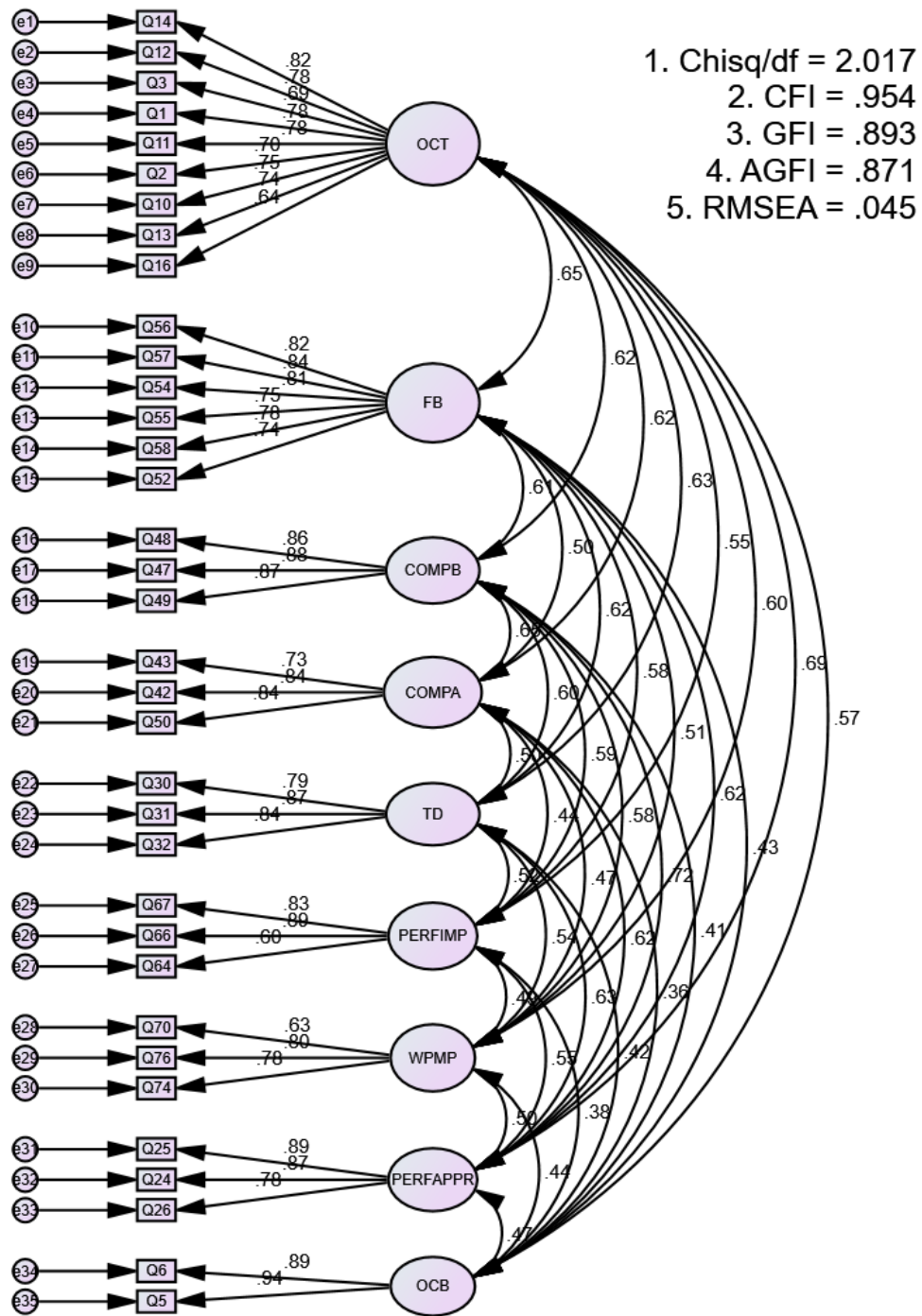


Figure 4. 3: Confirmatory Factor Analysis for Random Split Sample (n=510)



4.9. Structure Equation Modeling

4.9.1. Confirmatory Factor Measurement Model –Construct (n=1039)

In previous section of the chapter, we have reported detailed findings of EFA and CFA in multiple ways to justify that 9-factors model is more appropriate for this study. Now, we can use these 9 factors to develop models of this study which we hypothesized after the thorough review of literature. For developing such models, we need to perform complete structure equation modeling (SEM) that includes Confirmatory factor analysis (CFA) and structural models. We have a detailed discussion on CFA in the previous section of this chapter which is also known as measurement model and assesses the nomological validity of the assumed or hypothesized models. We have already discussed that CFA is mainly used to assess the degree of fitness of assumed and actual model which is known as goodness of fit. After this assessment, we develop structural model based on our assumed and logical relationships or paths of latent constructs with each other. This structural model would be the main pillar for hypotheses testing. As this model provides regression coefficient for each assumed path with their statistical significance. However, before developing structural model, we need to assess the measurement model for full sample of study (n =1039). In this section, we have presented the findings of measurement model or CFA using 9-factor model and with same 35 items. Like, previous section, CFA will evaluate the convergent validity, composite reliability and discriminant validity of this 9-factors model using complete sample of the study.

4.9.2. Convergent validity

It assesses the strength of certain observed items to converge in an assumed factor, which has already been explored in EFA. It means items of a construct should converge and commonly share a high amount of proportion of variance. This type of validity is assessed through standardized factor loadings which should be > 0.70 but it can slightly compromised to 0.60 in case of newly explored items and latent constructs or in case of AVE of the construct is higher than 0.50 (Awang, 2014; Hair et al., 2021). In our CFA or measurement model, all items have standardized factor loadings ≥ 0.60 (See Figure 2). Similar to split sample (discussed in the previous section), Q64_Perorganisationp5 has the least standardized factor loading 0.60 and Q5_cult5 has the highest loading of 0.90 . These values indicate that there is no issue of convergent validity in the overall measurement model of study. Additionally, AVE of all latent constructs have also been reported in Table 20. These values were found greater than 0.50 as required. The behavior of latent constructs is very similar to split sample findings of CFA. OCT and WPMP have equal and lowest value (0.51) of AVE but still higher than the recommended value (0.50). Further, OCB had shown the highest value of AVE (0.78). These values suggested to move forward for further assessment like composite reliability and divergent validity of the measurement model.

4.9.3. Composite Reliability

In measurement models, composite reliability of latent constructs ensures the reproducibility of findings on using same scale in repeated trials or samples. Composite reliability (CR) of all the latent constructs have also been computed and reported in **Table 4.18**. CR of all constructs of 9-factor model on complete sample (n =1039) and found that minimum value of CR was 0.75 for WPMP (See Table 20). While OCT, FB and COMPB have the highest value of CR (0.90). These findings suggested that all latent constructs of this 9-factor model have required level of reliability in their corresponding items.

4.9.4. Discriminant Validity

In highly correlated constructs like reflective constructs, it is possible that items of one construct can develop correlations with other constructs of the measurement model. Therefore, it is important to assess this possibility so that model can be re- specified accordingly if needed. This assessment is called divergent validity which is measured through comparing AVE of latent construct with squared correlations for each of the constructs in the model. The AVE of construct should be greater than the squared correlations of all other constructs (Hair et al., 1998). The square of AVE of each construct has been reported in the diagonal of **Table 4.18**. As we can see that diagonals elements are higher than the off diagonals elements which reflect the presence of divergent validity in these constructs. It means the observed items are rightly placed in their respective latent constructs. Overall, construct validity, composite reliability and divergent validity of this measurement model based on 9-factors has no issue as per suggested thresholds in the literature. However, we need to assess the goodness of fit indices of this model as well.

4.9.5. Model Fitness

Table 4.19 includes the model fitness measures for the measurement model of study. There are many criteria in the literature, however, this table includes only few most recommended criteria for the evaluation of CFA model. CMIN is the abbreviation for minimum Chi-square value. This value is divided on the DF (degree of freedom of the model) to get CMIN/DF which should be less than 3.0. Actually, these model fit measures assess the goodness of fit of the hypothetical model. Table 21 also included the required threshold of all model fitness criteria and the main interpretation. Findings have shown that this measurement model has an excellent fit and assures the nomological validity of the model. Therefore, this model can be used further to develop structural model of the study.

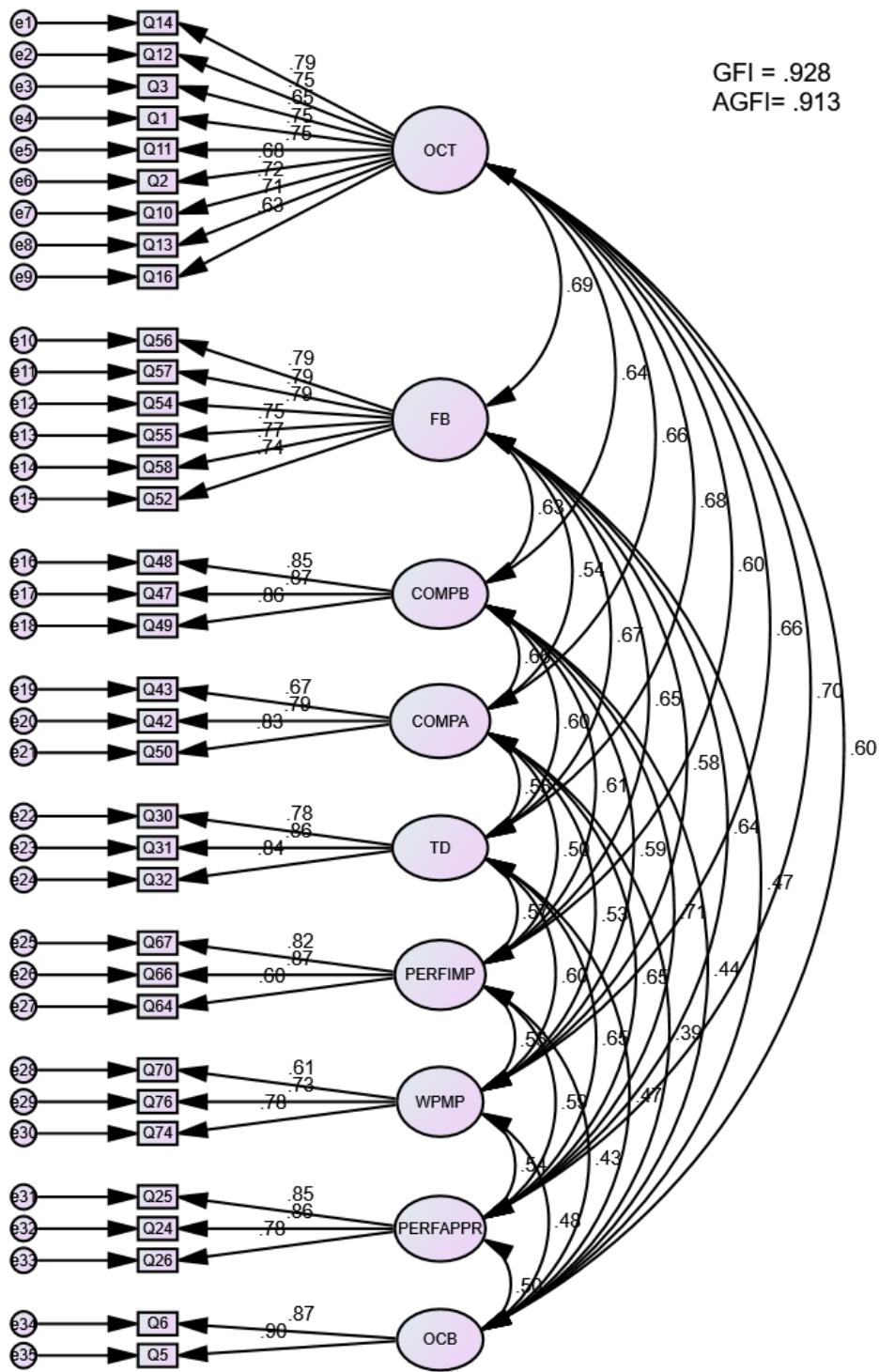


Figure 4. 4: Measurement Model for 9-factor Model (using complete sample n = 1039 dataset)

Table 4. 11: Validity Assessment of Measurement Model for Full sample (n =1039)

	Max.					COM		COM		PER		PER	
	CR	AVE	MSV	R(H)	OCT	FB	PA	PB	TD	FIMP	WPMP	FAPPR	OCB
OCT	0.90	0.51	0.50	0.91	0.717								
FB	0.90	0.60	0.48	0.90	0.694**	0.772							
COMPA	0.81	0.59	0.44	0.82	0.660**	0.545**	0.766						
COMPB	0.90	0.74	0.50	0.90	0.643**	0.631**	0.662**	0.861					
TD	0.87	0.68	0.46	0.87	0.677**	0.667**	0.547**	0.599**	0.827				
PERFIMP	0.81	0.60	0.43	0.85	0.605**	0.652**	0.504**	0.610**	0.567**	0.773			
WPMP	0.75	0.51	0.43	0.77	0.657**	0.576**	0.533**	0.593**	0.605**	0.546**	0.711		
PERFAPPR	0.87	0.69	0.50	0.88	0.705**	0.643**	0.647**	0.709**	0.652**	0.591**	0.541**	0.832	
OCB	0.88	0.78	0.36	0.88	0.596**	0.471**	0.394**	0.444**	0.465**	0.426**	0.478**	0.498**	0.885

Table 4. 12: Goodness of Fit Indices for Complete Measurement Model (n = 1039)

Measure	Estimate	Threshold	Interpretation
CMIN	1382	--	--
DF	524	--	--
CMIN/DF	2.64	Between 1 and 3	Excellent
CFI	0.960	>0.95	Excellent
SRMR	0.040	<0.08	Excellent
RMSEA	0.045	<0.06	Excellent
P.Close	1.000	>0.05	Excellent

4.9.6. Common Method Variance (CMV)

Common method variance (CMV) is also known as common method bias (CMB) is a potential problem in SEM models and when using an EFA factor solution, which needs to be assessed. This problem can appear when information about independent and dependent variables or factors is collected through same response method or same individual. This bias can be crept systematically in the models through common methods used for measuring the constructs of study. Therefore, this systematic error which is actually a measurement error and can be critical for the validity of the measurement and structural model (Podsakoff et al., 2003). Consequently, in recent literature it is a matter of great concern to evaluate the CMV before estimating the SEM models. Podsakoff et al. (2003) suggested to use following methods, Harman’s single factor test and common latent factor (CLF) based on EFA and CFA respectively, to assess the problem of CMV.

4.9.7. Harman’s Single Factor Test

According to this test, a study can have the CMV issue if the majority (> 50% variation) of the variation is explained through a single factor (Harman, 1976). This test can be performed on SPSS using EFA method. The results of this test have been reported below in **Table 4.12**. The findings have suggested that there is no issue of CMV in current study dataset. Because the single factor explained approximately 41% variance which is less than the maximum limit (threshold) which indicates the absence of CMV issue in this study. A second test CLF was also performed to authenticate these findings.

Table 4. 13: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.597	41.706	41.706	14.597	41.706	41.706
2	1.842	5.263	46.969			
3	1.663	4.750	51.719			
4	1.336	3.818	55.537			
5	1.230	3.514	59.051			
6	1.173	3.351	62.402			
7	1.079	3.083	65.485			
8	1.006	2.873	68.358			
9	.863	2.464	70.822			

10	.671	1.916	72.738			
11	.604	1.726	74.465			
12	.584	1.670	76.134			
13	.577	1.648	77.782			
14	.568	1.622	79.404			
15	.539	1.541	80.945			
16	.516	1.474	82.419			
17	.472	1.348	83.767			
18	.452	1.290	85.057			
19	.434	1.241	86.298			
20	.416	1.190	87.488			
21	.385	1.099	88.587			
22	.384	1.096	89.683			
23	.366	1.044	90.727			
24	.348	.994	91.721			
25	.333	.952	92.672			
26	.315	.901	93.573			
27	.308	.880	94.453			
28	.300	.858	95.311			
29	.288	.822	96.133			
30	.258	.737	96.870			
31	.248	.708	97.578			
32	.234	.668	98.246			
33	.219	.625	98.871			
34	.201	.575	99.446			
35	.194	.554	100.000			

4.9.8. Common Latent Factor (CLF) Test

Podsakoff et al. (2003) also suggested another test called the common latent factor (CLF) to identify the issue of CMV in the dataset. This method requires that measured items should load on their assumed latent factors and on a CLF as well. This test examines and compare the results of factor loadings of two types of models; factor loading of items in a measurement model

which is developed without CLF and factor loadings of items in the measurement model which is developed in the presence of CLF (Podsakoff et al., 2003). Ideally this difference should not be significant. The findings suggested that there was no significant difference between two types of factor loadings estimates of models (with and without CLF, see Table 4.13). Therefore, there is no emergence of CMV issue in the dataset. This test findings also augmented Harman's single factor test. These both tests suggest that SEM model which has been developed using the collected dataset of 1039 employees is reasonably valid for future purposes.

Table 4. 14: Common Latent Factor, Using CFA

Standardized Regression Weights: (Without CLF)			Standardized Regression Weights: (with CLF)				Difference
Items	Factor	Estimate	Items	Factor	Estimate	Estimate	
Q14	<--- OCT	0.79	Q14	<--- OCT	0.79	0.000	
Q12	<--- OCT	0.751	Q12	<--- OCT	0.751	0.000	
Q3	<--- OCT	0.647	Q3	<--- OCT	0.647	0.000	
Q1	<--- OCT	0.752	Q1	<--- OCT	0.752	0.000	
Q11	<--- OCT	0.746	Q11	<--- OCT	0.746	0.000	
Q2	<--- OCT	0.681	Q2	<--- OCT	0.681	0.000	
Q10	<--- OCT	0.722	Q10	<--- OCT	0.722	0.000	
Q13	<--- OCT	0.713	Q13	<--- OCT	0.713	0.000	
Q16	<--- OCT	0.631	Q16	<--- OCT	0.631	0.000	
Q56	<--- FB	0.793	Q56	<--- FB	0.793	0.000	
Q57	<--- FB	0.79	Q57	<--- FB	0.79	0.000	
Q54	<--- FB	0.791	Q54	<--- FB	0.791	0.000	
Q55	<--- FB	0.751	Q55	<--- FB	0.751	0.000	
Q58	<--- FB	0.765	Q58	<--- FB	0.765	0.000	
Q52	<--- FB	0.74	Q52	<--- FB	0.74	0.000	
Q48	<--- COMPB	0.852	Q48	<--- COMPB	0.852	0.000	
Q47	<--- COMPB	0.875	Q47	<--- COMPB	0.875	0.000	
Q49	<--- COMPB	0.857	Q49	<--- COMPB	0.857	0.000	
Q43	<--- COMPA	0.667	Q43	<--- COMPA	0.667	0.000	
Q42	<--- COMPA	0.792	Q42	<--- COMPA	0.792	0.000	

Q50	<---	COMPA	0.829	Q50	<---	COMPA	0.829	0.000
Q30	<---	TD	0.782	Q30	<---	TD	0.782	0.000
Q31	<---	TD	0.858	Q31	<---	TD	0.858	0.000
Q32	<---	TD	0.839	Q32	<---	TD	0.839	0.000
Q67	<---	PERFIMP	0.82	Q67	<---	PERFIMP	0.82	0.000
Q66	<---	PERFIMP	0.871	Q66	<---	PERFIMP	0.871	0.000
Q64	<---	PERFIMP	0.6	Q64	<---	PERFIMP	0.6	0.000
Q70	<---	WPMP	0.607	Q70	<---	WPMP	0.607	0.000
Q76	<---	WPMP	0.733	Q76	<---	WPMP	0.733	0.000
Q74	<---	WPMP	0.782	Q74	<---	WPMP	0.782	0.000
Q25	<---	PERFAPPR	0.854	Q25	<---	PERFAPPR	0.854	0.000
Q24	<---	PERFAPPR	0.856	Q24	<---	PERFAPPR	0.856	0.000
Q26	<---	PERFAPPR	0.784	Q26	<---	PERFAPPR	0.784	0.000
Q6	<---	OCB	0.874	Q6	<---	OCB	0.874	0.000
Q5	<---	OCB	0.895	Q5	<---	OCB	0.895	0.000

4.10. Structural Model

It has already been discussed that SEM has two stages: development and testing of measurement and structural models. In the previous sub-section, we have developed and tested the 9-factor measurement model that includes 8 independent latent factors and one dependent factor. In this sub-section we present the findings of the structural model based on these 9 factors. However, we draw the structural paths using the assumed relationships based on a review of literature. The single headed arrows in the model (see **Figure 4.6**) are the representation of these paths which need to be tested to support hypotheses of study. These one-way arrows reflect the structural regression coefficients and explain the possible impact of one variable on dependent variable. SEM is actually the pictorial view of its mathematical representation whereby a set of equations develop for relationships of independent variables with dependent variable.

The structural model was developed with 8-latent factors as independent factors and one dependent factor. In addition to AMOS-based figure of the structural model we also reported the main regression coefficients (for structural paths) in **Table 4.22** with their corresponding t-statistic and p-values. These coefficients are standardized regression coefficients to improve the understanding of role of explanatory factors in the model in terms of numerical values. These are unit less values and can be easy to interpret, higher the value higher the influence and vice versa. Their large values correspond to large t-statistic and least p-values (high level of significance). The findings have shown that three structural paths (WPMP <---FB, WPMP <---COMPA and WPMP <---PERFAPPR) are insignificant at 5% level of significance. WPMP has the highest relationship with OCT as its standardized regression coefficient value is 0.287 with p-value = 0.001. The standardized regression coefficients of other independent factors have also been reported in **Table 4.14**. TD and COMPB are second and third most influential predictors of WPMP, as per standardized regression coefficients. The relationship of WPMP and FB is the least significant in this model. PERFAPPR is the only predictor which has negative relationship with the dependent factor (WPMP). However, this relationship is significant at higher level of significance (10%).

Similar to measurement model, fitness of structural model is also evaluated on similar patterns. Therefore, results of goodness of fit indices and model fitness are also provided in **Table 4.15**. This table is self-explanatory and we can see that all model fitness criteria are fulfilled at excellent level. Hence it is concluded that the proposed research model fits the data reasonably well. In addition to this table, GFI and AGFI of this model is also displayed on the graphical view of the model (see **Figure 4.6**). Both values are higher than 0.90 as per requirement as

suggested in the literature. These values augmented our conclusion which is based on model fitness criteria reported in **Table 4.14**.

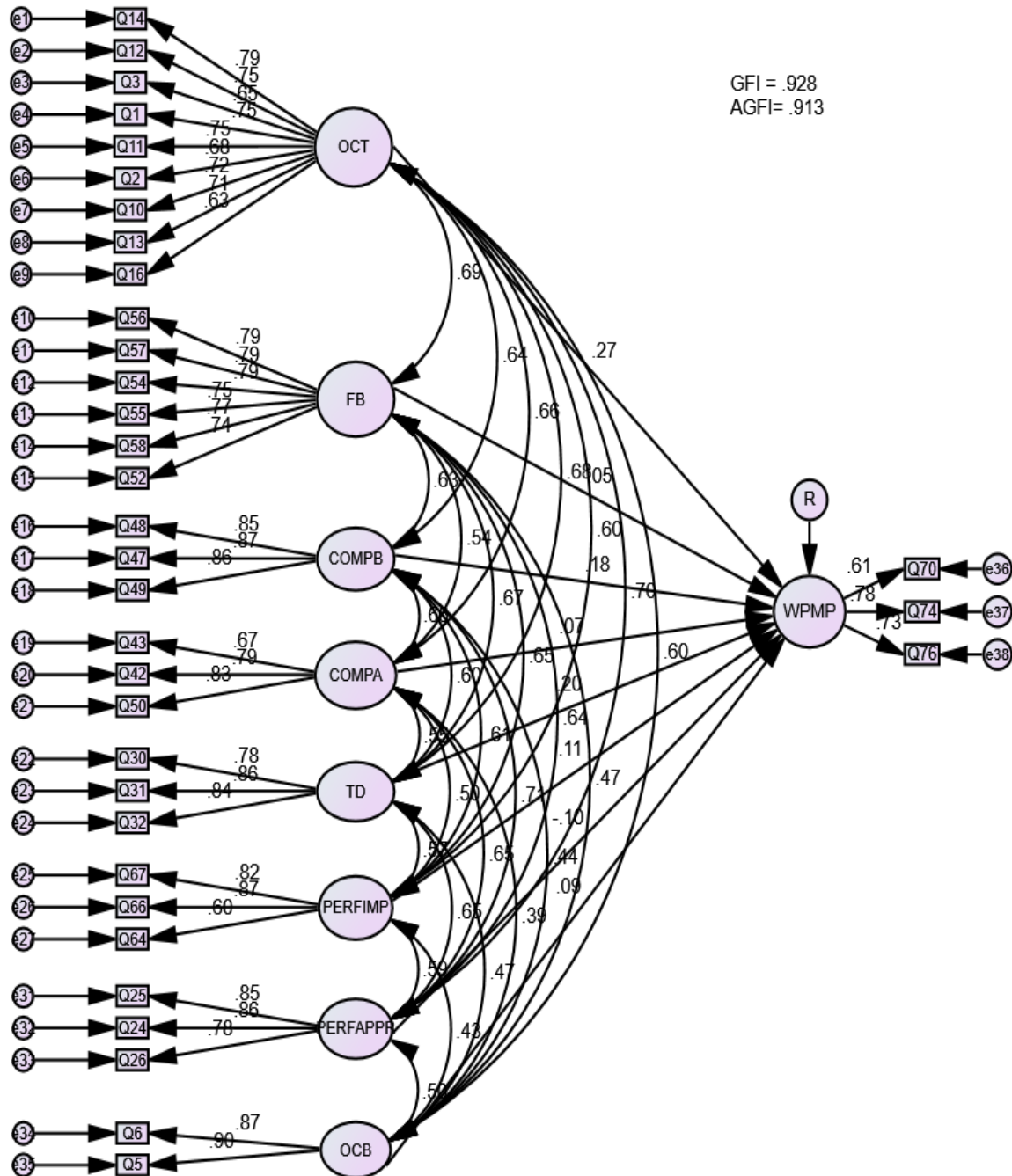


Figure 4. 5: Structural Model for complete dataset (n =1039)

Table 4. 15: Standardized Regression Coefficients and significance in complete dataset

Regression Paths			Standardized Estimates	t-statistic	p-value
WPMP	<---	OCT	.272	4.412	0.001

WPMP	<---	FB	.052	.981	.327
WPMP	<---	COMPB	.184	3.389	0.001
WPMP	<---	COMPA	.067	1.296	.195
WPMP	<---	TD	.198	3.873	0.001
WPMP	<---	PERFIMP	.106	2.238	.025
WPMP	<---	PERFAPPR	-.096	-1.675	.094
WPMP	<---	OCB	.095	2.394	.017

Table 4. 16: The overall fitness of the model

Measure	Estimate	Threshold	Interpretation
CMIN	3529.373	--	--
DF	1572	--	--
CMIN/DF	2.245	Between 1 and 3	Excellent
CFI	0.955	>0.95	Excellent
SRMR	0.036	<0.08	Excellent
RMSEA	0.024	<0.06	Excellent
P.Close	1.000	>0.05	Excellent

4.10.1. Hypotheses Results

Structural model findings will help us in testing the proposed hypotheses of the study. Overall, out of 8 hypotheses, 5 were supported by findings of structural model. H (1a), H (2a), H (4a), H (5a) and H (7a) were supported through the estimated regression coefficients or standardized path coefficients. Path coefficients of these hypotheses were significant at 5% level of significance thus rejecting null hypotheses (which reflected no influence of explanatory constructs on dependent construct WPMP) and accepting alternative hypotheses statement as provided in **Table 4.16**. COMPA, FB and PERFAPP did not influence significantly WPMP in this selected sample of study and lead to rejection of possible influence of these constructs on WPMP. However, PERFAPP has partial but negative relationship with WPMP. Partial means this relationship is significant at some higher level of significance.

Table 4. 17: Results of Hypotheses Testing

Sr.	Hypotheses	Standardized Path Coefficients Beta Value	Supported/not supported
H (1a)	There will be a positive relationship between perceptions of Organisational climate of Trust (OCT) and Western Performance management Practices (WPMP).	0.272	Supported
H (2a)	There will be a positive relationship between perceptions of Organisational Behaviour Climate (OCB) and Western Performance management Practices (WPMP).	0.095	Supported
H (3a)	There will be a positive relationship between perceptions of Compensation and Benefits Equity (COMPA) and Western Performance management Practices (WPMP).	0.067	Not supported
H (4a)	There will be a positive relationship between perceptions of Compensation and Benefit Decision (COMPB) and Western Performance management Practices (WPMP).	0.184	Supported
H (5a)	There will be a positive relationship between perceptions of Performance Accountability (PERFIMP) and Western Performance management Practices (WPMP).	0.106	Supported
H (6a)	There will be a positive relationship between perceptions of Performance Feedback (FB) and Western Performance management Practices (WPMP).	0.052	Not supported
H (7a)	There will be a positive relationship between perceptions of Career Development (TD) and Western Performance management Practices (WPMP).	0.198	Supported
H (8a)	There will be a positive relationship between perceptions of Performance Appraisals (PERFAPPR) and Western Performance management Practices (WPMP).	-0.096	Not supported

4.10.2. Multigroup Analysis (MGA)

Influence of MNCs and PKLCs on Structural Model: Multigroup Analysis (MGA). When working with data from several groups, it's common to begin by determining if it's required to create unique path diagrams for each group or whether the same path diagram would be enough for all of them. If you get to the conclusion that every group uses the same path diagram, you can move on to finding out if parameter values are constant between groups. However, there are multiple types of parameters which are involved in this comparison like variances, covariances and regression weights. Given the abundance of potential cross-group constraints, a strategy must be developed for selecting which cross-group constraints to test and in what order. Amos uses an automated process to build tiered hierarchies of models with cross-group restrictions added gradually and in a predetermined order. To fit a model to numerous groups at once, AMOS provides the Multiple-Group Analysis window and it works according to Kline (2005) and cross-group constraints are automatically generated.

In some situations, the relationship of independent variable (IV) with dependent variable (DV) is influenced by the levels of some other variable. In the presence of categorical variables, we need to assess the influence of this variable. This variable can affect the relationship of IV and DV in two ways; change of direction of relationship between IV and DV or change in the magnitude of relationship. In AMOS, in the presence of categorical moderator, Multi-Group analysis (MGA) is performed to assess this type of effects, if present (Mackinnon, 2011). In this analysis, researchers assess whether two or more variables have same or different relationship in various groups of study or not. The most important point in this analysis is that the whole model is developed for various groups of that third variable and compared. If significant differences are found then it is evidence that structural model of study is different in these groups and should be dealt with accordingly. Here are the following steps which are required to perform in MGA and suggested by Gaskin.

- (1) Develop separate structural models for different groups which need to be compared (in this study these groups are MNCs and PKLCs).
- (2) Compute the Chi-square value for these two models (this value would be the difference between two models of two groups which are being compared).
- (3) Compare these models in terms of Chi-square values of the models and their degree of freedom (d.f). If the differences between models are significantly different (p -value < 0.05) it reflects the difference in structural models in two groups of study. This test is compulsory for testing the MGA (Hair et al., 2010).

- (4) If this test is significant, then we need to assess that at what particular path models are different. Therefore, develop multiple constrained models by putting constraints on each structural path (one by one).
- (5) In the last steps, compare these multiple models Chi-square values with the standard value of Chi-square (3.84).
- (6) Those paths whose Chi-square value is greater than the threshold (3.84) would indicate that structural models are different on that structural path.

In this study, data of employees was collected from two types of companies: MNCs and 100% Pakistani ownership (PKLC). Based on literature, it was assumed that type of companies might affect the relationship of Western performance management practices (WPMP) with already identified eight independent factors of study. Therefore, it is an ideal to perform MGA using MNCs and PKLC as grouping variable in AMOS. Here we present the findings of this MGA which have been yielded by following above-mentioned six steps approach. In the next step, the invariant test, which is the basic requirement of MGA in AMOS, was also assessed. For this purpose, we developed a fully constrained model by putting the weights (W) on all the estimated paths. Then Chi-square value of this model is compared with fully unconstrained model value which showed that models of both groups (PKLC and MNCs) are different to each other's (Chi-Square value is 51.988, p-value = 0.025). The value of this fully constrained model can be seen in row 1 of Table 4.17 and figure 4.7 is the display of fully constrained model. These findings have shown that structural models are different in these two groups of companies. This conclusion leads to perform additional path by path analysis to explore the significant paths of model.

Figure 4. 7: Structural Model (fully constrained)

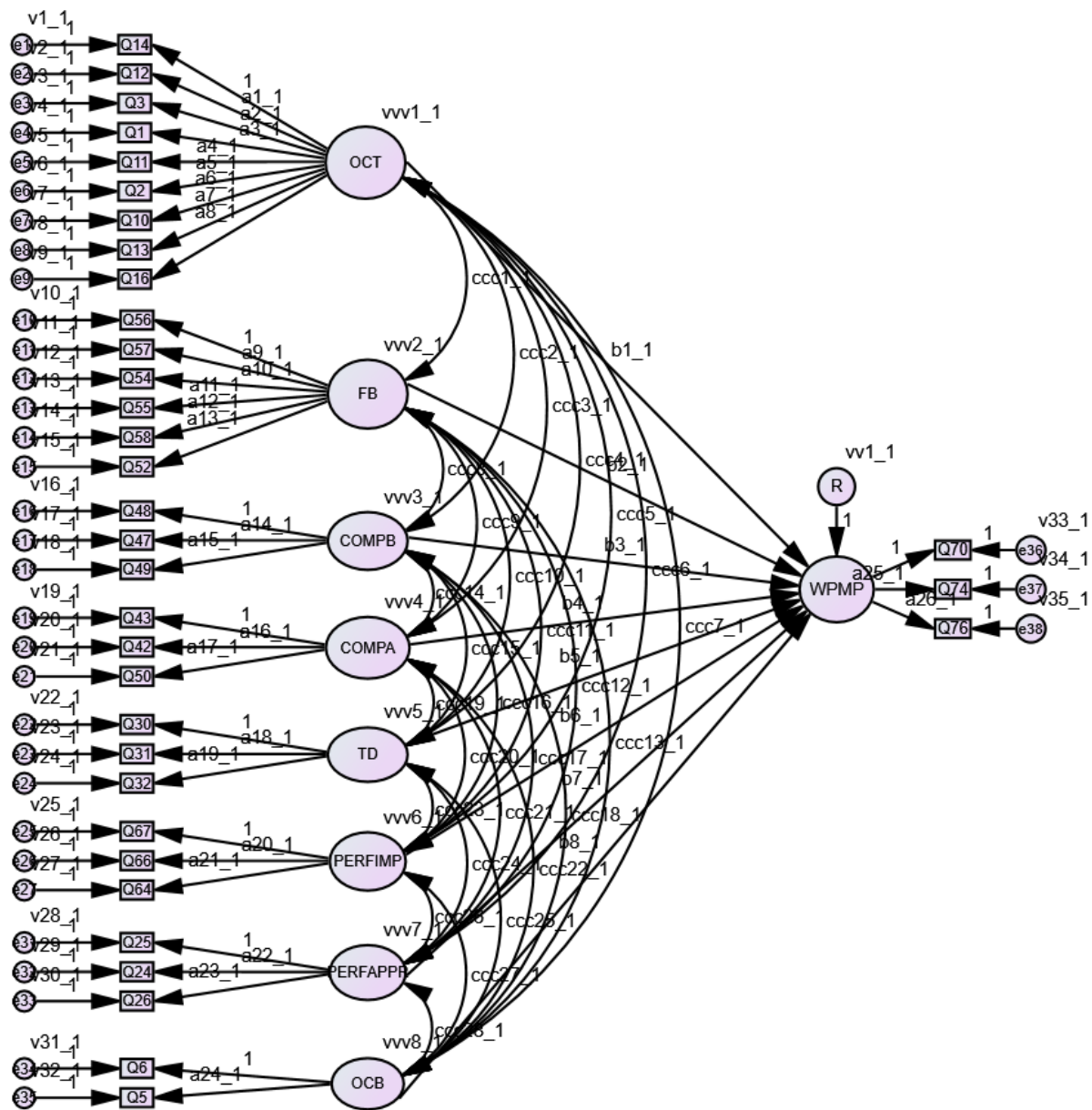


Table 4. 18: Models testing using Multigroup analysis

Models	DF	CMIN	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Full Model	34	51.988	.025	.002	.002	-.001	-.001
1	1	.038	.845	.000	.000	.000	.000
2	1	.017	.895	.000	.000	.000	.000
3	1	1.816	.178	.000	.000	.000	.000
4	1	5.589	.018	.000	.000	.000	.000
5	1	.915	.339	.000	.000	.000	.000
6	1	3.312	.069	.000	.000	.000	.000
7	1	.486	.486	.000	.000	.000	.000
8	1	.833	.362	.000	.000	.000	.000

4.10.3. Path by Path Analysis

This path-by-path analysis is performed to examine structural differences in two groups of study. MGA reflected that 2 paths out of 8 paths were significantly different to each other's. It means the relationship of two IV's with DV are different in two types of companies: PKLC and MNCs. Table 4.18 has multiple columns which have been created in MGA. Last column in Table 4.19 reported various types of path coefficients which are compared at each level of analysis. In this column _1 and _2 is for MNCs and PKLCs respectively. The relationship of COMPA and PERFIMP with WPMP was influenced by type of organizations. The relationship of WPMP with COMPA is significant in MNCs sample (0.105, p-value = 0.013) but negative and statistically insignificant (-0.089, p-value = 0.204) in PKLCs sample. Similarly, path coefficients are also varied significantly (at 10% level of significance) in these two samples for WPMP and PERFIMP relationship (see Table 4.19). These findings showed that these two structural path coefficients are different in two groups of study and indicate partial acceptance

of proposed hypotheses regarding influence of MNCs and PKLCs on relationships of IVs and DV.

Table 4. 19: Standardized Regression Coefficients and their significance in complete dataset

Regression Paths			Standardized Estimates	t-statistic	p-value
WPMP	<---	OCT	.272	4.412	0.001
WPMP	<---	FB	.052	.981	.327
WPMP	<---	COMPB	.184	3.389	0.001
WPMP	<---	COMPA	.067	1.296	.195
WPMP	<---	TD	.198	3.873	0.001
WPMP	<---	PERFIMP	.106	2.238	.025
WPMP	<---	PERFAPPR	-.096	-1.675	.094
WPMP	<---	OCB	.095	2.394	.017

Table 4. 20: Path by Path Analysis Using MGA

Models	Paths			Estimate	S.E.	C.R.	P	Label
1	WPMP	<---	OCT	.187	.056	3.344	***	b1_1
	WPMP	<---	OCT	.206	.079	2.615	.009	b1_2
2	WPMP	<---	FB	.039	.045	.877	.381	b2_1
	WPMP	<---	FB	.048	.054	.891	.373	b2_2
3	WPMP	<---	COMPB	.080	.044	1.836	.066	b3_1
	WPMP	<---	COMPB	.175	.055	3.180	.001	b3_2
4	WPMP	<---	COMPA	.105	.042	2.478	.013	b4_1
	WPMP	<---	COMPA	-.089	.070	-1.270	.204	b4_2
5	WPMP	<---	TD	.145	.043	3.342	***	b5_1
	WPMP	<---	TD	.077	.055	1.399	.162	b5_2

6	WPMP	<---	PERFIMP	.004	.044	.096	.924	b6_1
	WPMP	<---	PERFIMP	.124	.049	2.517	.012	b6_2
7	WPMP	<---	PERFAPPR	-.069	.044	-1.562	.118	b7_1
	WPMP	<---	PERFAPPR	-.017	.059	-.288	.773	b7_2
8	WPMP	<---	OCB	.104	.049	2.131	.033	b8_1
	WPMP	<---	OCB	.045	.042	1.063	.288	b8_2

4.10.4. Multi Group Hypotheses Testing (MGA)

Based on findings reported in previous sub-section and Table 4.19 showed that type of company can influence the few relationships and this influence cannot be ignored in future. Table 4.20 is developed to examine the coherence of path analyses with proposed hypotheses. Results indicate that out of 8 hypotheses, 2 of them were accepted at MGA stage. The remaining 6 hypotheses have been tested using MGA and could not be found statistically significant. Table --which includes decision thresholds or decision point, indicates that two hypotheses (H3b and H5b) have been supported as assumed and remaining six hypotheses (H1b, H2b, H4b, H6b, H7b and H8b) were not supported. In nutshell, the findings suggest that there is partial acceptance of group differences in the structural model of study.

Table 4. 21: Hypotheses Testing

Sr.No	Hypotheses	Supported/not supported
H (1b)	The relationship between perceptions of Organisational climate of Trust (OCT) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not supported
H (2b)	The relationship between perceptions of Organisational Behaviour Climate (OCB) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not supported
H (3b)	The relationship between perceptions of Compensation and Benefits Equity (COMPA) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Supported
H (4b)	The relationship between perceptions of Compensation and Benefit Decision (COMPB) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not Supported

H (5b)	The relationship between perceptions of Performance Accountability (PERFIMP) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Supported
H (6b)	The relationship between perceptions of Performance Feedback (FB) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not Supported
H (7b)	The relationship between perceptions of Career Development (TD) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not supported
H (8b)	The relationship between perceptions of Performance Appraisals (PERFAPPR) and Western Performance management Practices (WPMP) is different by MNC owned and locally owned Pakistani organizations.	Not Supported

4.11. Discussion on Quantitative Results

The outcomes of the self-assessment survey will be discussed below. This will analyse and compare the factors of performance management practices revealed in relation to leading to the convergence or divergence of performance management best practices, impact of local culture and challenges in performance management implementation, as indicated by IV and DV. First, it starts by discussing hypothesis results discussing best practices implementation in both types of organizations and challenges faced while recognizing differences and effective implementation of performance management practices.

4.11.1. Convergence and challenges in best practices implementation

The hypothesised relationship between components of performance management and western performance management practices, its awareness and implementation are considered. In general, the findings suggest that participants from organizations perceive performance management practices to have an impact on organizations ability to deliver business results. The descriptive and statistical results demonstrate that the standardized regression coefficient for five structural paths is positive and statistically significant. Statistically significant results for organizational culture of trust, compensation and benefits equity, training and development, performance accountability of leaders, and organizational behaviours indicating convergence of these best practices. Whereas the less positive or insignificant standardized regression coefficient mean scores indicates divergence from best practices (WPMP). Interestingly, these insignificant practices are performance feedback and compensation decisions. However additionally, performance appraisal practices PERFAPPR is the only predictor which has negative relationship with the factor (WPMP). However, this relationship is significant at a higher level of significance (10%).

Additionally, this path-by-path analysis is performed to examine structural differences in two groups of study. MGA reflected that 2 paths out of 8 paths were significantly different to each other's. It means the relationship of two IV's with DV are different in two types of companies: PKLC and MNCs. Table 4.19 has multiple columns which have been created in MGA. The relationship of COMPA and PERFIMP with WPMP was influenced by type of organizations. The relationship of WPMP with COMPA is significant in MNCs sample (0.105, p-value = 0.013) but negative and statistically insignificant (-0.089, p-value = 0.204) in PKLCs sample. Similarly, path coefficients are also varied significantly (at 10% level of significance) in these two samples for WPMP and PERFIMP relationship. These findings showed that these two structural path coefficients are different in two groups of study and indicate partial acceptance of proposed hypotheses regarding influence of MNCs and PKLCs on relationships of IVs and DV.

However, despite partial acceptance of significant hypothesis, it was decided to explore and discuss each path comparing beta and p values difference for MNC and family-owned run firms. These are discussed in detail below.

This study lends some credence to Khilji's (2002) theory of convergence and divergence. Several problems have been brought to light in her research, most notably the requirement for an integrated study to fully comprehend multinational human resource management techniques. It has shown proof that both divergent and convergent concerns function concurrently, and hence are frequently complimentary, in the comprehension of international business practices. To get a comprehensive knowledge of the general processes at play in multinationals, researchers must extend their attention to include organisational and contextual elements as well as socio-cultural characteristics. Also, Khilji's (2002) example demonstrates that it is possible for a subsidiary to transmit best practices to its parent firm, a notion that is widely held but is not always supported, particularly when discussing subsidiaries in developing nations. This research raises the issue of whether option is preferable for low-income nations like Pakistan. According to the results of the aforementioned survey, the "integration of best practices, has the greatest levels of employee satisfaction and the lowest levels of turnover. Organizational culture in traditional Pakistani institutions has been criticised for being passive, bureaucratic, and hierarchical; these traits are seen as reflecting the country's unique national culture and social structure. While there is limited evidence of convergence success, it also highlights the need to abandon outdated organisational structures in favour of a more open and collaborative work environment that gives workers more freedom to make decisions. This indicates that employees in Pakistan are eager for a change and necessitates that human resource managers there (and in other developing nations) reevaluate the requirements

of their workforce and choose innovative strategies. However, Khilji (2003)'s sample size was small and did not include a comparison of family-run businesses to MNCs.

Sehar's (2014) research, which builds on the work of Mayrhofer, Sparrow, and Brewster (2012), draws attention to the dispute over the degree to which various HRM systems have converged or diverged. Due to a lack of data, the widespread assumption of a consistent setting for human resource management (HRM) and performance management must be reevaluated in less studied countries like Pakistan. The results of the research highlight the significance of cultural and institutional factors for HRM, which leads to persistent regional and local variations in HRM. Employees who have strong social relationships have an advantage in assessment and remuneration procedures over those with poor social connections, as reported by respondents at all levels of the research. Research by Sehar (2014) on partiality in the assessment process in MNCs and family enterprises is consistent with the results of this study.

Our findings on convergence and divergence of performance management practices are partially supported by Qamar Ali's (2017) analysis of Pakistan's HRM practices. The author discusses the context-based understanding of HRM practices in Pakistan and divides the existing literature into three streams: positivist, interpretive, and critical. The positivist stream endorses Western HRM practices without considering contextual differences, the critical stream takes a cynical stance towards HR departments in Pakistan, and the interpretive stream studies the role of national cultural context in shaping HRM practices. Specifically, the article argues that local organisations and MNC subsidiaries in Pakistan would benefit more from a greater focus on the interpretative approach since it would lead to a better understanding of HRM in context. Additionally, it also highlights the cultural and political metamorphoses of Pakistan and its implications for studying HRM in Pakistan. Additionally, it is worth noting that the implementation of HR practices, including performance management, in Pakistan is a complex challenge due to the country's diverse cultural, political, and economic context.

Statistical findings suggest that not all key components of performance management are leading factors in promoting performance management culture in surveyed organizations. The study found five variables positively impacting the study. These five variables are organizational climate of trust, pay for performance culture, career development and training, performance accountability and organizational behaviours towards culture. These variables are positively influenced by western performance management practices.

Moreover, the research found that performance appraisal factors failed to impose positive impact. Interestingly it is the only variable which has a negative relationship with the factor (WPMP). However, this relationship is significant at a higher level of significance (0.10 level-10%). Surprisingly, the study found no substantial difference between MNC subsidiaries and

family-owned run organisations in regard to the influence of expectations and delivering performance feedback factor. As a result, questions the finding from previous literature that MNC's have a stronger institutionalized performance feedback best practices culture. Latukha, Marina (2019), Bandl (2017).

Now, we will be discussing combined relationship of each of the eight independent variables (IVs) (PM components) on western performance management practices (WPMP) the dependent variable (DV). Followed by path-by path MGA level results, in order to extract deeper understanding of results.

First, organizational climate of trust (OCT) results are discussed. These gathered results show partly consistency with the earlier research. It is assumed that performance management practices would have an effect on the performance and competitiveness of businesses. Schools of thought on performance management best practices and firms' performance suggest that organisational performance and competitiveness in specific have a positive impact on organisational goals and objectives. The results of the quantitative statistical study indicated that organizational climate of trust (OCT) is significant for both types of organizations ($B=0.272$, $p<0.001$). Interviews conducted with managers showed similar data patterns. The majority of participants in the qualitative interviews emphasised the significance of trust and transparency in advancing the company's journey towards its stated objective and fostering the growth of its employee's skills and expertise. It is argued that fostering a culture of trust and openness is critical to increasing organisational capacity and, by extension, the efficiency of individual team members, provided that such practices are implemented objectively. To improve organisational performance and competitiveness, proponents of effective performance management argue that implementing a coherent set of performance management practices can have a direct impact on employees' skill sets, motivation levels, and outlooks on the company as a whole. (Pulakos, Murphy, Aquiniz 2019).

The correlational analysis of Western Performance Management Practices (WPMP) and Organizational Culture of Trust (OCT) revealed significant findings. The beta value of 0.272, with a p-value of 0.001, suggests that a one-unit increase in WPMP is positively associated with a 0.272-unit increase in OCT. This finding is in line with previous research that has shown that performance management practices can positively impact organizational trust.

To delve deeper into these results, path by path analysis was conducted using MGA for Multinational Corporations (MNCs) and local family firms in Pakistan. The results showed that MNCs had a beta value of 0.187 and a p-value of 0.001. On the other hand, local family firms showed a higher beta value of 0.206 and a p-value of 0.009. These results suggest that both

MNCs and local family firms in Pakistan benefit from implementing WPMP, but local family firms may benefit more from these practices.

It is surprising that local family firms in Pakistan showed a higher beta value compared to MNCs, as MNCs typically have larger budgets and more resources available to invest in human capital management practices, including performance management (Ahmad and Allen, 2015; Denisi and Murphy, 2017) . Furthermore, MNCs often have a more globally oriented organizational culture, which may promote trust and collaboration across different countries and cultures (Ahmed & Ali, 2021). However, the higher beta value for local family firms may be due to the fact that these firms often have a more family-oriented culture, which prioritizes loyalty and personal relationships (Liu & Li, 2020). These close personal relationships may lead to higher levels of trust and collaboration within the organization, even in the absence of formal performance management practices.

The difference in beta values between MNCs and local family firms may be due to the concept of convergence-divergence. Ahmed & Ali (2015) argue that MNCs in Pakistan are likely to converge with Western management practices and culture, while local family firms are more likely to diverge and maintain their traditional culture and practices. The higher beta value for local family firms may reflect this divergence, as the close personal relationships and family-oriented culture of these firms may positively impact organizational trust, even in the absence of formal performance management practices. However, the results of this study must be viewed in light of the broader cultural and historical context in Pakistan. As Khilji (2002) notes, the cultural and historical context in Pakistan is unique and may affect the relationship between WPMP and OCT in ways that are not found in other countries. For example, family-oriented cultures influence is widespread in many parts of the world, but the significance of these cultures and the impact they have on organizational trust may vary from country to country. It is important to note that the results of this study are specific to the Pakistani context and may not generalize to other countries or cultures. The cultural and historical context in Pakistan is unique and may affect the relationship between WPMP and OCT in ways that are not found in other countries.

In conclusion, the results of this study suggest that both MNCs and local family firms in Pakistan can benefit from implementing WPMP. The positive relationship between WPMP and OCT was significant in both cases, with local family firms showing a higher beta value. These results highlight the importance of performance management practices in promoting organizational trust and collaboration in Pakistan. Additionally, the results of this study suggest that both MNCs and local family firms in Pakistan can benefit from implementing WPMP. The positive relationship between WPMP and OCT was significant in both cases, with local family

firms showing a higher beta value. These results highlight the importance of performance management practices in promoting organizational trust and collaboration in Pakistan and the need to consider the cultural and historical context when studying these relationships.

Secondly performance feedback culture (FB) results are discussed. The results of the standardized regression path between western performance management practices (WPMP) and performance feedback culture (FB) show that the beta coefficient is 0.052 and the p-value is 0.327. This indicates a weak relationship between WPMP and FB and a lack of significant evidence to support the hypothesis. As we go deeper, the path-by-path analysis using MGA for multinational corporations (MNCs) showed a beta coefficient of 0.039 and a p-value of 0.381, which suggests an even weaker relationship between WPMP and FB in MNCs compared to the overall results. In MNCs, providing regular performance feedback is vital component of western performance management system best practices (Kwon et al., 2016; Zhu and Warner, 2017). However, the results suggest that this component may not be fully integrated into the MNCs' culture and practices. This finding aligns with the convergence-divergence debate in cross-cultural management, which suggests that MNCs may face challenges in fully adopting western management practices in different cultural contexts. (Cascio, 2011; Pichler et al., 2020)

On the other hand, the results for local family firms showed a beta coefficient of 0.048 and a p-value of 0.373, which suggests a similar relationship between WPMP and FB as the overall results. This finding suggests that local family firms may have a more established and stable performance feedback culture (Khan and Rasheed, 2015), which could be a result of their cultural values and practices.

In conclusion, the results of the regression analysis suggest a weak relationship between WPMP and FB, with a stronger feedback culture in MNCs compared to local family firms. This highlights the importance of considering cultural values and practices when examining the relationship between WPMP and FB. In conclusion, the results suggest a weak relationship between WPMP and FB in both MNCs and local family firms, with no significant difference between the two. Additional detailed research is required for a complete understanding of the relationship between WPMP and FB and the impact of cultural values and practices on the relationship. It is important to note that the literature cited in this analysis, including studies by Khilji and Rao (2013) on management and culture in South Asia, were limited and did not specifically address family owned and controlled firms in Pakistan.

Thirdly, the correlation between western performance management practices (WPMP) and pay-for-performance culture (COMPB) is discussed. Standardized regression analysis showed a statistically significant connection between WPMP and COMPB. with beta of 0.184 and a p-value of 0.001. This suggests that the implementation of WPMP practices is positively

associated with a pay for performance culture that rewards employees based on merit. However, the results of the path-by-path analysis using Multi-Group analysis showed that this relationship is stronger in local family firms (beta = 0.175, p value = 0.001) than in multinational firms (beta = 0.80, p value = 0.066). This finding is surprising, as one might expect multinational firms to have higher levels of WPMP adoption and stronger relationships with COMPB, due to their greater access to resources and global best practices. One possible explanation for this difference is that local family-owned firms may place greater emphasis on traditional cultural values, such as nepotism and loyalty, which can impact the adoption of WPMP practices and the pay for performance culture. Additionally, local family-owned firms may also face unique cultural and institutional challenges that limit the adoption of WPMP practices, such as resistance to change and limited access to resources. Another possibility is that multinational firms in Pakistan may be adopting WPMP practices in a culturally adapted manner that differs from their practices in other regions. For example, they may be incorporating local cultural values, such as nepotism and loyalty, into their performance management systems, which could weaken the relationship between WPMP and COMPB. This highlights the importance of considering cultural context when implementing WPMP practices in different regions. Overall, these results suggest that the relationship between WPMP and COMPB is complex and influenced by a range of cultural, institutional, and organizational factors. Further research is needed to understand the specific mechanisms that drive this relationship in different cultural contexts and organizational types.

This finding is surprising, as previous research has suggested that multinational firms in Pakistan may exhibit higher levels of convergence with western performance management practices due to their global reach and access to resources Chutulgu (2016) (Khan 2021). One possible explanation for the difference in beta values is the unique cultural and institutional challenges faced by multinational firms in Pakistan, such as resistance to change and cultural adaptation. In particular, multinational firms may face greater difficulties in implementing performance practices that are not aligned with local cultural values and norms Tomoki Sekiguchi. (2021). This highlights the need for multinational firms to be mindful of cultural context when implementing performance management practices in different regions.

Additionally, the results of this study may also reflect a divergent trend, as local family-owned firms may be resisting the adoption of WPMP practices and instead retaining traditional performance management practices that are more aligned with local cultural values (Abbasi and Shamim, 2012; Ayentimi, Burgess and Brown, 2018b) . This divergent trend may be driven by a desire to maintain a sense of cultural identity and tradition, as well as to preserve the unique characteristics that set local family-owned firms apart from multinational firms.

The data also indicated that multinational firms may face cultural and institutional challenges when implementing these practices in the Pakistani context, such as resistance to change and cultural adaptation. These results highlight the importance of considering cultural and institutional factors when investigating the relationship between WPMP and COMPB in different types of organizations. The data suggests that the implementation of WPMP practices may be more challenging in local family-owned firms, due to their traditional decision-making structures and cultural values.

Fourth, path between western performance management (WPMP) practices and compensation equity and fairness (COMPA) are discussed. The results of the standard regression coefficients assessment showed a standardized regression path between western performance management (WPMP) practices and compensation equity and fairness (COMPA). The standardized estimates result showed a beta of 0.067 with a p-value of 0.195, indicating that there is no significant relationship between WPMP practices and COMPA. However, a deeper analysis using path-by-path analysis and Multi-Group analysis showed that the relationship between WPMP practices and COMPA was significant for MNCs (beta = 0.105 and p-value = 0.013), but not for local family firms (beta = - 0.089 and p-value = 0.204). These results suggest that there may be a difference in the relationship between WPMP practices and COMPA between MNCs and local family firms in Pakistan. The higher beta value for MNCs suggests that WPMP practices are more likely to be related to fair and market-competitive compensation in these organizations. This could be because MNCs are more likely to adopt international best practices in performance management, which include fairness and equity in compensation practices. This is supported by previous research that has found that MNCs in developing countries tend to adopt the same performance management practices as their counterparts in developed countries (Mishra et al., 2018; Murray, 2013)

In contrast, the negative beta value for local family firms suggests that WPMP practices may not be associated with fair and market-competitive compensation in these organizations. This could be due to the fact that local family firms are more likely to have traditional and familial ways of managing their employees, which may not always align with best practices in performance management (Sushanta K. Mishra¹, Shrihari S. Sohani 2020). It is also possible that local family firms face different challenges and constraints that limit their ability to adopt WPMP practices, such as limited resources and a lack of knowledge about best practices in performance management ((Sushanta K. Mishra¹, Shrihari S. Sohani 2020).

However, these results suggest that it is crucial to consider the organizational context and decision-making processes in analyzing the relationship between western performance management practices and compensation equity and fairness. In conclusion, the results of the

regression analysis provide valuable insights into the current practices, processes, and challenges shaping performance management and compensation in MNCs and local family-owned-run firms in Pakistan. These findings have implications for organizations and researchers looking to understand the complexities of performance management and compensation practices in different types of organizations, and they highlight the need for further research in this area.

Fifth, results of the standardized regression and path analysis between western performance management (WPMP) practices and training and career development (TD) showed a significant relationship between the two variables. The beta coefficient was 0.198 with a p-value of 0.001, indicating that training and personal career discussion are critical components of the performance management system. This finding is in line with previous research that has highlighted the importance of training and career development in enhancing the performance of employees (Ashar M. and Munir, E. and Hafeez, S., 2013; Salas et al., 2012)

A path-by-path analysis for both MNCs and local family-owned-run firms using Multi-Group analysis showed that MNCs had a higher beta coefficient of 0.145 and a p-value of 0.001, whereas local family-owned firms had a lower beta coefficient of -0.077 and a p-value of 0.162. This difference in beta values can be attributed to the varying organizational cultures and human resource practices in MNCs and local family-owned-run firms (Ng & Kwan, 2014). MNCs are typically characterized by a more standardized approach to performance management, with clear policies and procedures, and a focus on continuous training and development (Chen & Huang, 2018). On the other hand, local family-owned-run firms may have a more informal and personalized approach to performance management, with less emphasis on formal training and development programs (Ng & Kwan, 2014).

It is worth noting that the results of this study support the notion that MNCs are more likely to converge towards Western performance management practices compared to local family-owned-run firms. This may be due to the global reach of MNCs and the need to conform to international standards in order to remain competitive (Manzoor et al., 2019; Salas et al., 2012). However, it is important to recognize that the local family-owned-run firms play a significant role in the economy of Pakistan and may have different approaches to performance management that are better suited to their specific circumstances (Kohli and Gill, 2020)

It is worth noting that further research is needed to understand the impact of succession planning and organizational structure on the convergence of performance management practices in local family-owned-run firms in Pakistan. Such research could benefit from a more comprehensive examination of the relevant literature and a larger sample size to increase the generalizability of the findings. Furthermore, some progressive Pakistani family-owned-run

firms are actively trying to implement best practices in training and talent development, despite the challenges they face. However, feudal mindsets and nepotism have been identified as the biggest barriers to implementing effective performance management practices in these organizations (Jhital (2014). These cultural norms can create a resistance to change and a preference for traditional, informal approaches to performance management, even in the face of external pressures to adopt more formalized practices (Ali and Brandl (2014). This highlights the need for continued efforts to promote the adoption of best practices in performance management, particularly in the context of local family-owned-run firms. It may also be beneficial to consider alternative approaches that take into account the unique cultural and organizational characteristics of these firms, while still promoting the development of effective performance management systems.

In conclusion, the results of this study provide valuable insights into the current practices and challenges shaping performance management in Pakistan. The significant relationship between western performance management practices and training and career development highlights the importance of these components in enhancing employee performance. The differences in beta coefficients between MNCs and local family-owned-run firms suggest that there may be different approaches to performance management that are better suited to the specific organizational cultures and needs. Further research is needed to better understand these differences and to determine the best practices for performance management in both types of organizations.

Sixth, hypothesis discussed Path between western performance management practices (WPMP) and the performance culture of accountability and ownership (PERFIMP) which showed that ownership and accountability is a key component of performance management practices. The standardized estimates result showed a beta of 0.106 with a p-value = 0.025, indicating a significant relationship between the two variables. The Path-by-Path Analysis for both groups, using a Multi-Group analysis, showed that for MNCs, the beta was 0.004 and the p-value was 0.924, while for local family firms, the beta was 0.124 and the p-value was 0.012. This finding suggests that local family firms are more likely to converge with the western performance management practices, as compared to MNCs.

Performance management practices in MNCs as compared to local firms, are traditionally known for their accountability, transparency, and objectivity (Ali and Brandl, 2017; Fang Lee Cooke, 2009; Russell et al., 2018). However, the finding that local family-run firms are more likely to converge with western performance management practices is surprising. This highlights the need for further research to understand the unique challenges faced by MNCs

and local family-run firms in Pakistan, and to develop a comprehensive understanding of the performance management practices in the country.

The results of this study show that the convergence of western performance management practices and the performance culture of accountability and ownership is a key factor in shaping performance management systems in Pakistan. However, the findings also highlight the need for a deeper understanding of the cultural and organizational factors that shape performance management practices in MNCs and local family-run firms in Pakistan (Iqbal, 2010). Further research is needed to shed light on the unique challenges faced by these organizations and to develop a comprehensive understanding of the performance management practices in the country (Khan, 2021). In conclusion, the results of this study show that the convergence of western performance management practices and the performance culture of accountability and ownership is a key factor in shaping performance management systems in Pakistan. While local family-run firms appear to be more likely to converge with these practices, there are a number of cultural and organizational factors that need to be considered to fully understand the landscape of performance management in Pakistan. Further research is needed to shed light on the unique challenges faced by MNCs and local family-run firms in Pakistan, and to develop a comprehensive understanding of the performance management practices in the country.

The seventh hypothesis outcomes indicated a negative standardized regression path between WPMP practices and PERFAPPR, standardized estimates result of -0.096 and a p-value of 0.094. This suggests that the WPMP practices have negative influence on the objective nature of the performance appraisal process, and the well-defined performance evaluation criteria. The Path-by-Path Analysis for both groups using Multi-Group analysis showed that for MNCs, the beta value was -0.069 with a p-value of 0.118, whereas for local family firms, the beta value was -0.017 and the p-value was 0.773. This suggests that there is a difference between the two groups in the relationship between WPMP practices and PERFAPPR. The results indicate that MNCs are more likely to converge towards WPMP practices compared to local family firms.

In addition, research from the social sciences, such as psychology, hints that elements like as company culture, HR policies, and employee motivation all have a role in the design and success of performance management systems. (DeNisi et al., 2021; Toong and Lee, 2018) . These findings are in agreement with the current study results, suggesting that the differences in beta values between MNCs and local family firms can be attributed to differences in organizational culture and human resource practices.

For example, according to a study by (Bibi et al., 2021; Nadeem et al., 2015; Olufayo et al., 2022), favoritism and nepotism are commonly observed in both MNCs and local firms in Pakistan, and these practices can negatively impact the performance appraisal process and lead

to bias decision-making. The authors (Islam, 2004) suggested that, the prevalence of nepotism and favoritism in both MNCs and local firms has been identified as a major obstacle to effective performance management transparency in Pakistan."

Lastly the relationship between Western performance management practices and organizational behavior (OCB) is discussed as follows. The research question aimed to explore the practices, processes, and challenges shaping performance management systems in multinational and local family-run firms in Pakistan. The results of the regression analysis showed that there is a significant relationship between Western performance management practices and organizational behavior (OCB), as indicated by the standardized regression path with a beta value of 0.095 and a p-value of 0.017. Digging deeper, the path-by-path analysis using Multi-Group analysis revealed that MNCs showed higher results compared to local family firms. The beta value for MNCs was 0.104 with a p-value of 0.033, while the beta value for local family firms was 0.045 with a p-value of 0.288.

This finding aligns with the notion that MNCs, being exposed to a more globalized environment, are more likely to adopt Western performance management practices. This convergence towards Western practices can be attributed to the MNCs' need to maintain a certain level of consistency and standardization across their operations globally (Chen & Liang, 2018). On the other hand, local family firms may have a stronger cultural identity and may not feel the same pressure to conform to Western practices, leading to lower beta values (Wang & Chen, 2016). It is important to note that while the results suggest that MNCs are more likely to converge towards Western performance management practices, this convergence may not necessarily result in better performance outcomes. This is because the cultural context and organizational behavior of the firm play a crucial role in determining the success of the performance management system (Denison & Mishra, 1995). This finding aligns with the notion that MNCs, being exposed to a more globalized environment, are more likely to adopt Western performance management practices. This convergence towards Western practices can be attributed to the MNCs' need to maintain a certain level of consistency and standardization across their operations globally (Chen & Liang, 2018). On the other hand, local family firms may have a stronger cultural identity and may not feel the same pressure to conform to Western practices, leading to lower beta values (Wang & Chen, 2016). South Asian academic literature supports this finding, as a number of studies have shown that MNCs in South Asian countries are more likely to adopt Western practices due to their global presence and the need for standardization (Mishra and Sohani, 2020; Rowley and Warner, 2010). Additionally, research has shown that local family firms in South Asian countries often have a strong cultural identity

that influences their organizational behavior and practices (Khilji and Rao, 2013; Mahmood and Khilji, 2013).

It is important to note that while the results suggest that MNCs are more likely to converge towards Western performance management practices, this convergence may not necessarily result in better performance outcomes. This is because the cultural context and organizational behavior of the firm play a crucial role in determining the success of the performance management system (Al-Jahwari and Budhwar, 2016; Kim et al., 2004) (Denison & Mishra, 1995).

Overall analysis partially supports existing studies on performance management practices convergence – divergence debate. Two prominent studies conducted in Pakistanis context were Khilji (2002) Khilji (2013) and Ahmed (2019), partially addressing on employee perceptions of performance management (PM). These studies, however, focused on HPWP (high performing work practices) framework. The connection between high-performance work practices (HPWP) and organizational performance has been extensively studied worldwide since the 1990s, with notable contributions from Arthur (1994), Becker and Gerhart (1996), Delery (1998), and Huselid (1995). Research has shown that HR practices have a relationship with a range of organizational performance measures (Wright and Kehoe, 2008), leading some authors to advocate for the advantages of adopting HPWP over a control-oriented personnel approach, which focuses on closely monitoring and managing employee performance (Tsai, 2006).

Employee perceptions of openness and responsibility improve performance management best practices convergence, according to the study. Motivation and communication affect company culture and performance. Performance management systems should lead to increased collaboration, according to the findings. These tendencies were substantiated by statistical and interview data. Organisational culture, pay performance culture, career development feedback, performance accountability, and organisational behaviours were significant in regression analysis. HR manager interviews supported these results. Managers say these performance management components promote best practices, resource efficiency, and employee engagement and dedication. However, family-owned firms in Pakistan most likely react differently and will take time to mature. It seems that there is no simplicity in performance management, it is a complicated undertaking Pulakos (2019) and (Murphy 2017). As described in Chapter 2, PM culture must first be "communicated" and conveyed from the top, starting with organisational goals and objectives and cascading down to people. As the findings showed, culture, transparency, and best practices have a major influence on company performance, therefore transparent and objective communication may affect individual and

organisational performance. PM components, as mentioned in Chapter 2, may shape competitive performance. Participants perceptions of performance feedback and performance appraisal factors showed no impact on western performance management practices (WPMP), despite the fact that levels of complexity in performance culture implementation can potentially be high. ; however, quantitative data supported addressing cultural constraints in providing feedback that differ in both types of organization not significantly, however during path by path analysis this might indicate surprising conclusion for MNC subsidiaries.

COMPA and PERFIMP differ at path level which means they factors behavior differently with the type of organization. Where in MNC pay for performance is a significant factor and interestingly performance accountability is not. Furthermore, in family-owned firms data reveal that as expected pay for performance is in--significant however, surprisingly, performance accountability and transparency in family firm shows a higher beta and statistically significant impact. It seems that family firm's participants may want to follow best practices and be transparent. This can be seen as motivation for participants to deliver better performance impact.

Overall, scholars propose (Murphy 2017, Agimus 2017, Armstrong 2017, Bhudawar 2016) that establishing and carrying out performance management practices designed to develop and promote alignment with an organization's business goals and objectives, performance culture, career progression, collaborative culture, positive behaviours, attitudes at work, skills, and abilities. This is supported by statistical data that shows that essential components and practices of performance management are employed to boost corporate performance and competitiveness through talent performance management.

4.12. Chapter Conclusion

This chapter included quantitative data analysis results. Initially, the data sample was compared to the population. The data was screened and cleaned. The EFA, CFA, and SEM requirements were explained by missing data analysis. Quantitative data analysis findings. Chapter 6 combines, analyses, and interprets quantitative and qualitative results. The next chapter analyses qualitative data.

5. CHAPTER FIVE: QUALITATIVE DATA ANALYSIS AND RESULTS

5.1. Introduction

This chapter presents the findings of the qualitative aspect of this mixed methods study. Overall, 33 semi-structured interviews were conducted with human resources leaders in PLCs (20) and MNCs (13). Thematic analysis method was implemented through a step-by-step coding process, leading to the identification of sub-themes and themes. These themes and sub-themes will be discussed in the following sections. Table 3.2 & 3.3 offers a summary of the interview participants for ease of reference. Following a coding exercise designed to help organize and make sense of the data, a subsequent narrative emerged. This section elaborates on the data analysis, which yielded a total of 578 starting codes, 30 sub-themes, and 7 overarching themes. The chapter begins with a presentation of findings from in-depth interviews with MNC and PLC HR leaders (participants). Followed by findings discussion and chapter summary.

5.2. Interview Results: HR Leaders - Multi-Multinational Companies

In this section, we describe the findings from the interviews with MNC participants. From the interviewees' comments, some common threads emerged. Transparency, nepotism, organisational culture, and western best practices in performance management were shown to be interrelated topics. These topics were first conceived of when formulating primary research questions and interview inquiries. Each respondent was questioned about their experiences with performance management, the method, and the organisation's significance, as well as implementation difficulties, organisational features, and the local Pakistani cultural factor. (Interview question Appendix 6)

5.2.1. Performance Management Best Practices

The critical role of PM in improving organizational performance, employee motivation, and other key areas was a common theme among managers interviewed. Most of the participants recognized that performance management and implementation of best practice is essential for daily operations and activities and can have a significant impact on organizational goal alignment, performance indicators, talent management, employee motivation, and other key areas by acquiring, gaining valuable insights and expertise. The fierce competition for talent in the local Pakistani industry only serves to further highlight its significance as a critical area to concentrate on and succeed in.

Participants were asked for their specific views on implementation of MNC HQ policies. The participants showed a high level of awareness of the fierce nature of competition among multinational companies in the local Pakistani market and the majority have found that having a structured performance management function in place is crucial to achieving their goals. The data suggested that structured performance management processes allow for a clear understanding of employee performance, identification of areas for improvement, and implementation of necessary changes to achieve better organizational performance. Feedback from most participants highlighted that this is also why most of the operations within the organizations are built around the cornerstone of best practices performance management. This approach not only allows them to stay competitive in the market, but also to continuously improve and drive better results. Participants posited performance management best practices implementation is an underpinning principle.

“Our performance management system is linked to corporate values; those values are tangible in three to four categories (i.e., Financials, Business Growth, Operations and People). Each one is aligned and inspired by corporate guidelines and weightage allocations. We aim to grow capabilities and deliver results beyond what HQ expects. The goals are SMART. We follow global HQ established criteria, ensuring alignment along diverse regional operations. Our HQ supports us in HRIS systems which helps us align and cascade SMART goals from CEO to individual and so on (MNC-EnergyCo-1 F)”.

According to several participants converging performance management best practices of goal cascading and people development focus allows organizations to effectively balance different types of objectives and achieve overall operational and strategic business objectives. Data pointed out that one key aspect of this is the division of financial and people development key performance indicators (KPI), with a focus on prioritizing people development. Data also indicated that performance plans are implemented in a phased approach throughout the year and aligned with the company's core values and business plan. Some participants highlighted that typically, MNCs allocate 60% of performance management towards business achievement and 40% towards personal and professional development. This includes areas such as business development, strategy, sales targets and people development, succession planning, and skill enhancement for personal development. According to the participants this approach is important for developing competent leaders and remaining competitive in the industry. Participants largely claimed that people development is a key aspect of performance management in MNCs, because it correlates in staying competitive in talent driven market.

"A business plan will be ready, and in January, we will be putting our objectives in which people and business development objectives are discussed. People development is a major

driver of our culture. Leaders KPI's are 60% business-related and 40% people development." MNC-ColgoCo-1 (F)"

"Based on our global business planning system, our performance management cycle starts at the beginning of the year. At our company, the strategic business plan (SBP) begins in July and ends in August. October and November are where we plan for next year's operating business plan. Simultaneously, we are also closing last year's company performance, executive suite KPI, departmental and individual performance and allocate rewards accordingly..... (in line with agreed objectives) MNC-ColgoCo-2 (M).

Additionally, data showed that business planning practices were developed by the global corporate head offices of MNCs and implemented locally with minor amendments and or alterations. The system and process implemented to such performance deliverables did not change, however financial bottom-line targets varied in some instances from region to region but on the whole stayed with the overall corporate governance structure. This is validated by the following statement:

"The global corporate strategy is designed at our annual leadership conference in Texas, with participation from regions and countries, identifying and establishing key business focus areas from global and regional aspects. We all abide by our global purpose proposition and governance. (HR Leader MNC-08)"

Furthermore, when asked about the importance of alignment corporate HQ, participants stressed the importance of uniformity, alignment and convergence between corporate and local subsidiaries level.

"Targets are established at the global level and are cascaded down. The technical targets of the business, which are based on global strategy, flow from business regions to countries up to an individual executive level (MNC-ColgoCo-4 M)."

"As a leading global energy organization, our performance management system at the HQ level is directly associated with the exercise of our annual budgeting and alignment with respective regional offices..... This set our profit targets which we call the EBITDA matrix. Each country must achieve this. Our whole exercise is driven by Geneva and Singapore offices for all forty-seven countries. As part of budgetary finalization, CEO and C-Suites goals and KPIs for the year covering business growth, people development, health & safety, and operational excellence are communicated and agreed upon by December or January of each year. MNC-04(Energy)."

When asked about the relationship between corporate and individual performance, the participants highlighted practices that encompassed evaluation and measurement of performance. The data showed that almost to all participants meritocracy and pay for performance culture was critical to achieving cascaded business goals.

“Based on the business and departmental results, respective line managers are assigned a specific percentage of salary increment and bonus budget, and this is pay for performance initiative. We prepare a performance ranking matrix that is based on data and transparency of business and our core value behavioral results (MNC-ConsultCo2 M).”

The data also showed that senior leaders taking ownership and leading by example is a best practice that is often emphasized in MNCs. In addition to promoting a positive work culture and setting clear objectives, senior leaders in MNCs also lead by example by taking ownership and accountability for their actions. Participants highlighted that they actively work to set an example for the rest of the employees to follow, both in terms of their work ethic and their professional conduct. By doing so, they create a culture where everyone is held to high standards, and everyone works together to achieve common goals. According to them this helps to foster a sense of unity and collaboration among employees and ensure that the company is moving in the same direction. This convergence of best practices by senior leaders helps to create a culture of excellence and continuous improvement, which can ultimately lead to the success of the company. The participants' prioritization of these best practices was justified by the participants' explanations of the good effects these best practices had on employee performance, competence, and engagement within their businesses. Participants emphasised senior leadership's responsibility for and role in the implementation of performance practices aimed at boosting employee engagement, motivation, and performance in the data that was collected.

“Our CEO gave us 1.5 hrs of briefing regarding the importance of employee well-being, health and safety standards, and objectives. Leadership took ownership and accountability. It makes team members feel comfortable. This encourages a collaborative work environment where you want to do more and deliver more (MNC-EnergyCo-2 F).”

“You can have best-in-class strategies and objectives, but employee interactions and culture management make the difference. Employees are looking for an inclusive and respectful environment where people feel they are being cared for and encouraged for good delivery and are included in performance recognition programs, both monetary and non-monetary (MNC-ColgoCo-4).”

All MNC participants agreed on delivering frequent feedback as a PM best practice. They identified regular check-ins on agreed dates, which include performance feedback sessions,

development discussions, and career discussions as useful tools with meetings held at least quarterly.

“Our performance management is run through regular check-ins on agreed dates. Have regular performance check, feedback sessions, have performance development and career discussions at least quarterly or when it is needed. We strictly practice every quarter feedback session (MNC-PharmaCo F).”

Participants were probed for their views on the importance of utilizing collaborative decision-making practices within MNCs and the value of incorporating specific PM strategies in order to achieve better business results through an engaged and motivated workforce. The interviewees' responses demonstrated that they were unanimous in their belief that these policies will lead to more employee involvement, engagement, and motivation. This finding is significant as it shows that these strategies have a substantial effect on boosting employee engagement and commitment:

“In my organization, based on our core corporate values of collaborative and engaging decision making, we engage employees to craft their own objectives, agree with line manager. Employee then give a performance rating against each, discuss and validate with the manager first then it goes to the departmental leader all the way up to the leadership team. In this manner alignment to business results and individual ownership gets established.....atCo”

When asked for their opinions on the importance of using the best compensation and benefits practices within multinational corporations and the value of incorporating specific strategies to improve business results, the interview data revealed that all participants concurred on their role as implementers of systems as directed by the corporate office. There was agreement on the compensation strategy, but minor adjustments were made to comply with local laws for benefits administration.

“For our compensation and benefits structure within performance management practices, we strictly abide by global Mercer job evaluation system implemented across our global operations. This includes job grading, salary structure design and job position profiles at all levels of our organization. This enables us to stay market competitive transparently in international and local markets. MNC-EnergyCo-2 F”

Similarly, data highlighted that performance appraisal is another factor that helps MNC succeed. This factor is crucial in establishing and assessing performance across the board. The findings demonstrate widespread consensus and support for the value of standardizing performance reviews. The majority of respondents agreed that performance reviews should reflect how far an organisation has come in its quest to achieve its stated objectives. Participants shared examples that employees having trust performance reviews practices.

“Our performance appraisal system we implement guideline and governance from Corporate HQ. However, make minor adjustments ss needed by local labor laws. However, best practices from of global performance management system and compensation philosophy of pay for performance is implemented in letter and spirit. MNC-ColgoCo-3-M“.

The data showed that developing leaders through training is a cornerstone of all PM activities. These participants advocated investment in people which they perceived was directly related to organisational performance, hence enabling the organisation to stay competitive. Focus on training and development impacts employee participation and motivation.

“Training need analysis is a critical activity but again it comes out from the performance management so these all are our formal exercises whose basis is our performance management. Based on this we prepare individual performance improvement and training plans for each individual. Our organisation takes investing in people development extremely seriously. As this formulates part of our employee value proposition and core value system” MNC-ColgoCo-1-F

In summary, data on adoption of best practices theme showed that MNCs in Pakistan adopt several best practices in their performance management systems. These include linking performance management to corporate values, implementing SMART goals, and aligning with global HQ criteria. Additionally, they prioritize people development and have a balance of financial and people development KPIs, with a focus on people development. They also implement performance plans in a phased approach throughout the year, aligning them with the company's core values and business plan. This approach is important for developing competent leaders and remaining competitive in the industry.

Furthermore, MNCs in Pakistan focus on aligning with global corporate strategy and corporate HQ. They stress the importance of uniformity, alignment and convergence between corporate and local subsidiaries level. This requires antecedents, along with organizational capacity and ability to align. This capacity lies in organizational arrangements and procedures that can directly improve results and meet objectives. Additionally, they cascaded down targets from a global level to ensure that the company's global objectives are met locally. Overall, this approach is crucial for remaining competitive in the industry and achieving overall operational and strategic business objectives.

5.2.2. Challenges with the implementation of best practices

MNC's implement performance management systems best practices in a structured manner. However, during implementation, participants reported that they faced a number of challenges. The participants recognized that performance management and implementing best practices are crucial for smooth operations and can have a significant impact on organizational goal alignment, performance indicators, talent management, employee motivation, and other key

areas by acquiring and developing unique skills, knowledge, and experience. Participants highlighted that it is not as simple as it sounds in the local Pakistani market.

Participants were asked about their specific views on the implementation challenges of MNC HQ policies. Majority participants acknowledged that the competition among multinational companies in the local Pakistani market was fierce, and many organizations have found that having a structured performance management function in place is crucial to achieving their goals. However, the interview data showed that implementing such a process can be challenging as it requires clear understanding of employee performance, identification of areas for improvement, and implementation of necessary changes to achieve better organizational performance and change in local cultural mindset.

Without a solid performance management mindset and foundation among executives and employees, it may be counterproductive to try to apply best practices in an organisation. (MNC-OilCo M).

Data shows that many multinational corporations operating in Pakistan have a strong understanding of their HR systems, but their performance management systems are still in the early stages of development. This is due to a lack of understanding of its goals and a lack of proper implementation. In some MNCs operating in Pakistan, performance management is seen as a tedious paperwork process by employees. Findings revealed that while MNCs operating in Pakistan have formal performance management systems in place, they are not always fully implemented by managers.

“A performance discussion once is year is not enough, as employees fill out manual paper forms once a year and receive bonuses and increments without explanation as to how they relate to financials (MNC-OilCo M).”

“The only performance practices we have are in the handbooks, and your boss gets what he wants, and HQ listens to him only (MNC-ColgoCo-1 F).”

“Performance management is not mature in my company. We are still in the early stages of performance management objectivity in Pakistani subsidiary. There is no clear understanding of what the objectives are. My view is that it is a relaxed environment since HQ does not monitor what takes place. Our headquarters do not care about us since we are so small (MNC-RetailCo M).”

“Our managers treat performance management / appraisal as a just a box-ticking activity (MNC-OilCo M).”

It was highlighted from the data that in some organizations, centrally designed performance management systems (PMSs) are not implemented effectively due to a dominance of local mindsets. Infrequent performance feedback, such as only once a year, does not help in improving performance over time. For example, an employee who makes a mistake or needs training to improve their skills will have to wait for 11 months to receive feedback from their manager. This system is relatively weak compared to the comprehensive systems used by most multinational companies. It is evident from the following statement.

For most participants the data shows that the MNC head office provides a complete manual and guidelines for the performance management system, local managers are not interested in implementing it. They talked about it as a negative practice that demonstrates a weakness on the part of the head office for not independently checking the system. Data further revealed that even in multinational companies, there are instances of favoritism and bias, where employees who are close to managers are treated differently. It is the CEO and managers who often shape the performance management system based on their personal preferences. This can lead to negative consequences such as demotivation among peers and a negative impact on organizational culture and transparency. Some organizations may display biases and favoritism that are influenced by local cultural mindsets, including nepotism. As shared by participants:

“It is very important to disprove this favouritism and bias. This might not be evident directly, but it could be evident in employee surveys from many team members. For my organization, it is a major concern that people close to managers are treated differently. When the person has political connections or is a close friend of the CEO. When I worked at (a local organisation), you had to be in the good books of the owner or his sons. Then you will be compensated even if you fail to achieve your goals (MNC-PharmaCo F).”

“It is unfortunate that this happens in our national culture, whether it is local or multinational. Managers in multinational companies favour people they are close to regardless of performance. As far as I know, these types of practices, i.e., supporting favouritism, are too common in Pakistan and other regional developing countries. In Pakistan, it is called Parchi System (slang for who knows who) MNC-ConsultCo3 M.”

“Managers and leaders who have a bias against or towards specific employees kill effective performance management. They purposefully rate them as good or bad. The result is a demotivating environment for employees, teams, and the culture as a whole. My colleagues tell me that setting objectives or managing performance is useless because no matter how well their team performs, it is not recognized (MNC-ColgoCo-1 F).”

“The feedback practice is influenced by the culture of our society that is reflected in our organisation (collectivist). Our leaders stick to the power they hold and are unable to lose. A transparent and objective merit-based system is a threat to this mindset in Pakistani society. (MNC-OilCo M).”

The data also showed that managers' behavior is often influenced by personal biases, which they acknowledge can have a detrimental effect on the organizational culture. Most participants noted that this type of behavior leads to a lack of performance management and teamwork, as well as a lack of transparency and trust within the organization.

“The boss is everyone's favorite person to suck up to. It does happen, but not very often. I won't be surprised if it happens in the store if it's not blatant in the head office. But it does happen, at the end of the day the person who must sign off on your promotion or whatever is the COO (chief operating officer) (MNC-RetailCo M).”

“I think most of the people in the organization have come to the point that this must happen. They do it for the sake of it “Khana Puri.” They know that people in HQ will follow up so just make something up as a formality (MNC-RetailCo M).”

During interviews, the majority of participants used the term "Khana puri" to refer to employees who do not fully understand the process but go through the motions. Most participants highlighted that employees prioritize pleasing their boss and managers over the well-being of the organization. Employees who are close to the boss are often favored and rated highly, while those who perform well but do not have informal connections with the boss are rated poorly in evaluations. Data also shows one of the reasons for these negative practices in MNCs in Pakistan is the post-colonial mindset, which is influenced by the colonial business environment. This environment often prioritizes personal relationships, likes, and dislikes over professional performance and achievements.

“When you do not have a robust performance foundation you just pick those tasks which are easy to execute. And since you must please your leadership. In turn that damages the environment and culture more rather than getting a positive working culture (MNC-ConsultCo2 M).”

Similarly, implementing MNC performance management practices in Pakistan is like driving an F1 race car in desert, according to the respondent:

“Generally speaking, I believe every organization has its own personality, so this relates to your question. I'll simplify it as much as I can. It is necessary to have an F1 race car for the racetrack where you intend to race if you want to run in Formula F1. Using a Toyota 700 horsepower small engine will not help because it is not designed for it (MNC-ConsultCo2 M).”

Data also showed that HR professionals need to understand and apply various performance management systems for them to be effective. Several participants noted the importance of understanding different types of models, but later realized the need for a system that aligns with the specific dynamics of the organization. They understood that without an appropriate model or system, it was difficult to achieve the desired results. Participants also highlighted that it is now common for MNCs to set objectives, but some managers reported that a major challenge is properly cascading goals and objectives to the individual level, which was not a common practice in the past. Despite this, many MNCs view goal cascading as a positive aspect of respective performance management (PM) practices. They claimed it was significant to highlight the fact that among MNCs, operating in Pakistan, cascading of KPI's does not go to the individual level, as noted in the following statements as noted in the following statements:

“At an executive level, there is alignment. But our frontline managers are not ready to change. If we do not get them on board, more problems will arise. We need to train and prepare leaders to champion people initiatives and performance discussions on the shop floor (MNC-RetailCo M).”

“There was objective setting at the top, which was the board or top management. However, not cascading as per policy to the department collaboratively. (MNC-ConsultCo2).”

“Performance Management with meritocracy is slightly easier to implement in sales department because it is directly translated into numbers and objectives. In support functions such as HR and Finance, setting quantitative goals is non-existent (MNC-TelCo M). “

Most participants also suggested that Pakistani line managers in MNCs are afraid of having feedback discussions with team members and that there was a lack of emphasis on open and honest communications. They saw this lack of ownership in providing constructive feedback as a major implementation challenge and barrier in the performance management systems. Participants data showed that this:

“In my conversations with the leadership team, the feedback I got was the need to encourage feedback sessions. Engagement scores from the survey in team management, motivation, and employee recognition are a concern. Also, empowerment is coming out as a concern (MNC-PharmaCo F)”

“The company introduced a scorecard. We lost the results of our last ten years' efforts in five seconds when the new CEO threw that system in the dustbin last year (MNC-EnergyCo-2 F).”

Another challenge identified during the interviews, is the perceived role of expat managers in MNCs that post Caucasian CEOs to run operations in Pakistan. Data showed that these expat

managers are often seen as more productive and influential, particularly in Asian countries like Pakistan.

“When an ex-pat (foreigner) shows up to a CEO, manager, in meetings, people listen. That is the mindset of people in Pakistan. (MNC-RetailCo M)”.

“The feedback practice is influenced by the culture of our society that is reflected in our organisation (collectivist). Our leaders stick to the power they hold and are unable to lose. A transparent and objective merit-based system is a threat to this mindset in Pakistani society. (MNC-OilCo M).”

Amongst the participants there was a consensus that leadership attitudes play a huge role in deciding whether or not the PMS can be used positively or negatively. They revealed that transformation and shifting from the traditional system to modern and advanced performance management was also challenging. In some cases, participants stated that updated procedures require new skills not available to older employees with a lack of change management and IT skills becoming a hindrance to implementing portal-based systems in organizations.

“The biggest barrier to implementation of performance management protocols is the unwillingness to adapt amongst older population. Employees and department heads were not familiar with the performance management system. There is a sense of uninterested and insecurity among older employees who acquire leadership roles in the organization. (MNC-ConsultCo3 M).”

“Before being acquired, my MNC was a local company. The company also took all the staff here, so its culture is the same as the local one. Our management team is almost 90% newly hired, and the other employees have been retained, so it has been two years since this company was founded. Corporate values and best practices could be institutionalized by replacing acquired executives (MNC-ColgoCo-4 M).”

Most participants agreed that although MNCs are performing better in terms of implementation of performance management systems and overall HR practices, they still face challenges in developing and implementing these systems. Most participants response data showed the following: In spite of MNC's structured system, this, multinational companies also possess this mentality due to the presence of these people in their management groups; a biased approach suggests the company is unable to appreciate the development and implementation of a better system; despite this being the case for some multinationals managers as a whole hold this mentality due to the presence of unprofessional individuals within management teams. In the case of companies that were originally regional and later converted or partnered with international companies, they have a local, progressive perspective toward performance

management Data also showed that when the organization's leaders do not fully endorse the objectivity of the system, human resource professionals face a challenge in developing a system that avoids injustice and discrimination, as a result, certain employees are prone to be manipulated. Additionally, the data also highlighted that introducing a new system is challenging because of managers' lack of understanding and their unfamiliarity and resistance from teams. The problem of motivation and expecting multiple salaries due to high achievements is also a challenge. Managers are not ready for evaluations, and it is not easy to conduct their evaluation to identify biases. Almost all participants concurred that from the perspective of performance management, the Pakistani market is evolving and as a result of being brought up with a colonial mindset, corruption, people seek power to oppress others for their own benefit deviating from the organisation's values. This challenge is quoted as follows:

“It is true that the system is corrupt. There is a problem with our way of doing things in Pakistan. As a result, it is part of our culture. We live in a developing corporate world. At the national level, we cannot say that we have formed the right priorities and behaviors. Time will be needed (MNC-ColgoCo-2 M).”

“As a result of our training and upbringing with a colonial mindset, we have been damaged. The organisational culture is not any different in Pakistan (MNC-OilCo M).”

End-of-year evaluations are frequently conducted as a mere formality to meet regulatory requirements, but they do not provide meaningful results. Majority participants reported that in many organizations, leaders do not take a proactive role in making changes to the system, instead they delay or resist change. This results in decreased accountability and perpetuation of the status quo. Organizations with inadequate leadership have a hard time implementing change, as this sentiment came across multiple times during interviews. As quoted below:

“Typical laid-back and lazy collectivist Pakistani culture persists in MNC's (MNC-RetailCo M).”

“It is challenging to implement this change until they do not have ownership of the PM system. They will stay in denial. Those sitting from earlier are resistant to adopting it (MNC-ConsultCo2 M).”

5.3. Interview Results: HR Leaders – Pakistani Family-Owned-Run Companies

This section exhibits the findings from interview with participating human resources managers from Pakistani local family-owned run companies. Pakistani firms approach to implementation of western best practices, challenges in performance management, managers accountability, transparency, nepotism and the correlation amongst themes are identified then discussed.

5.3.1. Performance Management Best Practices Current Positive Practices

The participants were asked about their understanding and implementation of best practices in performance management within family-run businesses. Analysis of the data collected suggests that Pakistani companies exhibit some positive practices that can serve as a model for others seeking to establish performance management systems. Most participants highlighted these practices include fair and high-quality evaluations, a strong emphasis on employee development, regular discussions and reporting on employee engagement and staff development at leadership and board level, and transparent communication of performance at all levels of the organization. Some participants discussed the role of CEO and how the CEO is held accountable for people development in front of the board of directors, who are primarily family members of the owner, further emphasizing the seriousness and importance placed on employee development within these companies. Accordingly, participants data suggests that this leads to a culture of accountability and motivation for employees to improve their performance. Furthermore, data showed that the system of performance control is also in place where the board is informed about the performance of the employee whether it is as expected or not, this leads to better performance through alignment from the very top.

Interviewees data highlighted that business sustainability and growth can be achieved by value-driven systems in family firms. Experienced professionals who join a family-owned company (Seth company) from diverse backgrounds do not understand the Seth style of management, which involves illogical hiring and firing of employees. However, when probed, data pointed out positive signs of progressive HR practices is that these professionals challenge the Seth mentality by introducing new and fair systems.

As an example, few Pakistani companies are ingrained with the culture of performance-based payments. Some well-run Pakistani-owned companies include employee training, development, and succession planning in their performance management practices. Pakistani companies are now moving away from single-page evaluation forms to multifactor evaluation systems that are not vague but based on specific goals and objectives. The following are some of the key positive practices mentioned by participants:

“In sales-oriented companies, performance culture and commission payments are common. This is only relevant to front-end employees who interact with customers and are responsible for direct sales. Variable performance of that kind does exist (PLC-ConsultingCo-1 M).”

“Performance management includes employee development and succession planning. It has been incorporated into our annual business performance and strategy reviews (PLC-BankCo-1 M).”

Similarly, few of the participants indicated that there are very few family-owned companies that have developed key performance indicators (KPIs) to measure performance objectively. The following is what was quoted:

“Performance Management systems with KPIs cascading from the top leadership are vital to our company's success. Our human capital initiatives are built on this foundation and it is the principal source of behavior, culture, and business performance that drives our competitive advantage (PLC-EduCo-2 M).”

In respect to specific questions and probing on goals and objectives alignment, data revealed that based on company goals, values, and sales, the objective links the organization's operational results to the individual contributions of its employees. Participants described the following:

“Our business planning process relies on the connectivity between objectives setting and business plans as part of the transformation of performance management. (PLC-CementCo-3 M).”

“In order to avoid bias and favouritism, the bell curve system is used. The famous General Electric bell curve is applied to ensure equitable performance rating distribution while removing favouritism and biased performance decisions to some extent. This methodology, however, cannot be completely unbiased. However, bell curves are applied in competency-based evaluations to eliminate maximum biases (PLC-MicroFinCo M).”

Majority of the participants acknowledged that the competition in the local Pakistani market is fierce. Data showed that PM in Pakistan is an evolutionary phenomenon now practiced in many Pakistani local organizations. Many companies now follow a performance management cycle with timelines, demonstrating the importance of the process. As highlighted in below quotations:

“Our board and leadership team have realized that the performance management system is a permanent process that is conducted either quarterly or yearly in their organizations. The organizational culture indicates that a good organizational culture supports detailed performance management, while a weaker organizational culture resists it. (PLC-PharmaCo-1 M).”

“Setting targets is now linked with performance management and there are regular timelines for setting up targets and their completion is also planned in a particular timeline (PLC-PharmaCo-1 M).”

“Our alignment of goal takes place in April and May, set yearly goals when they plan their budgets. Heads of different departments are involved in detailed deliberations. Human Capital

development, performance management and diversity targets are part of these discussions in our organization. (PLC-HotelCo-1 M)."

"At my organisation, the evaluation is done quarterly but at the end of the year, it is done at two levels. The first session is for non-management staff and the second session is for management staff (PLC-BankCo-1 M)."

"AtCo. we invested in a new state of the art software platforms to conduct performance management and evaluation processes, rather than using paper forms for data collection. Our company utilizes an in-house developed performance management and succession planning tool. These forms are linked to the company's website, so employees can fill them out online quarterly and seek feedback from their line manager. (PLC-HotelCo- 2M)."

Data showed that, transparency and accountability give a feeling of pride when people see their achievements as a developed PMS in a Pakistani company which is encouraging for local HR professionals. As a matter of practice, the evaluations are also based on competencies developed by the organizations based on their core values and vision. Data showed that although the objectives aren't entirely competency-centered, this should be an area of focus for local Pakistani organizations. All participants agreed that transparency and institutionalization will be enhanced as a result. This is articulated as follows:

"Last year because objectives were not set, we did evaluations on a decade-old competency structure as the objectives did not exist. We restructured and launched a values and competency 70-30 ratio mix performance management model, 30% competencies (behaviour based) and 70% on task performance. We have built an online system in-house to make the process user-friendly. Enabling managers and team members to spend more time on feedback discussions rather than filling out forms (PLC-EduCo-2M)."

In respect to the approach of pay for performance culture. Majority of participants concurred that organizations also focus on employee motivation and encouragement based on their performance and contribution to organizational growth. However, few participants' data highlighted the culture of performance-based payments is partial and only benefits the front-end employees who interact directly with the customers. Data also shows that this process is not inclusive however it remains a motivation for employees to become front-end workers. Performance-based compensation and rewards are also evolving in Pakistani organizations, according to the following participants:

"There are several incentives linked to business performance, like employees who achieve 70% of their target get varied salaries and those who achieve more than 80% get four gross salaries as a bonus in some of the local companies (PLC-PharmaCo-1M)."

“At Leadership strongly instils a culture that rewards higher achievement. (PLC-PharmaCo-1M).”

On the approach of accountability and transparency, it was reported in the data that the company CEOs are actively involved in performance management and its training, outstanding results are achieved and employees are in a wonderful working environment. Participants highlighted that few companies have a value-driven system and additionally data showed that very few Pakistani organizations are doing an excellent job developing and implementing performance management processes. As an example, following quotes highlighted the impact:

“My company's CEO takes full ownership. He taught employees and executives about the performance management system. This gives an extraordinarily strong message to all while driving accountability and ownership with performance management (PLC-HotelCo-1M).”

On the question of line manager taking ownership of people development through feedback, Data revealed that in few progressive local organisation's line managers are encouraged to take responsibility for team development through incentives and rewards. Few participants identified the problem with some managers is that they want to maintain a pleasant and comfortable environment and avoid confrontations:

“You must have a difficult conversation with the underperformer if you are doing performance differentiation across the board. The majority of our line managers are good, but unfortunately, they want everyone to be happy and don't want to confront anyone. That was not happening. Since we have been pushing for performance over the last couple of years, they are bound to have honest feedback discussions. Still, a long way to go (PLC-PharmaCo-1)”

“A positive thing is that we have exposed and developed our employees' people management skills, so they can handle expectations and feedback conversations professionally. Transparency is required in their dealings with employees. Additionally, we expose them to senior leadership and board meetings where they discuss their teams' performance and development (PLC-EduCo-2M).”

When asked about the corporate culture, all participants advocated transparent and just PM governance practices. However, data highlighted that very few organizations have a progressive governance structure where the board of directors is entirely independent and the owners do not interfere in the decision-making process, but owners are part of the board. Data revealed this being an exception amongst Pakistani family-owned organisations. Participants did point out that more and more organisations are moving towards this structure as it is considered a best practice. Furthermore, data highlighted that the culture within the human resources department is such that the team is engaged and comfortable with their work, and rewards are linked to their performance. This is also an exception among Pakistani organisations but more and more companies are moving towards this culture as it is considered

a progressive step towards best practice implementation. This is a rare occurrence in the Pakistani market, but it is highly desirable for professional reasons, participants data emphasized:

“In our organisation, the board is entirely independent, and owners do not interfere. (Separation of Church & State). Owners are part of the board. (PLC-CementCo-2M)”

“In human resources, I have an amazing team. With my team’s engagement level, we are comfortable with the challenge. This is the culture at my organisation. At the end of the day if you know what you are contributing you are more satisfied, and I do not see dissatisfaction because everyone knows the reward is linked to what you deliver (PLC-ConsultingCo-1M).”

Participants discussed that an integrated multiple factors are used in standard performance management to address all evaluation requirements. This includes goal setting, evaluations, succession planning, training and promotions feedback discussions. It is common for salary increments to be tied to performance scores from January to December. Projects, tasks, and activities are only efficient and meet their targets if they are completed on time. It also demonstrates the discipline of the organization. For support functions (Finance, HR, Legal), dual reporting with a matrix reporting structure is implemented. As stated in the quotation:

“In our organisation, an assessment begins with self-appraisal, and then there are reviews of managers, such as those in HR who are hired for the company, so they must have dual reporting, similar to other companies where there is a matrix reporting structure. He reports to me functionally, but to the business line administratively. We have adopted the HR business partnering model for our organisation. (PLC-HotelCo-1M).”

“The performance management system is structured at our organisation. It is imperative that goals, regular feedback sessions, and career discussion timelines are set and implemented as a discipline. People practice leaders support new managers in using our PM system effectively. According to survey results, our employees enjoy coming to work (PLC-CementCo-2M).”

In summary, the data collected from interviews showed that Pakistani family run companies exhibit some positive practices that can serve as a model for others, such as fair and high-quality performance management practices, a strong emphasis on employee development, career discussions, regular feedback discussions and reporting on employee engagement, and transparent communication of performance at all levels of the organization. Additionally the CEO’s and senior leadership are held accountable for people development in front of the board of directors, who are primarily family members of the owner. This leads to a culture of accountability and motivation for employees to improve their performance. Business sustainability and growth can be achieved by value-driven systems in family organisations.

However, the data also points out that these positive practices are not yet widespread in family organisations but it's a step in the better direction. Pakistani companies are now moving away from single-page evaluation forms to multifactor evaluation systems that are not vague but based on specific goals and objectives. All participants agreed that performance management can help transform subjective practices into healthy ones. It is an evolutionary phenomenon now practiced in many Pakistani local organizations.

5.3.2. Challenges with the implementation of best practices

HR leaders play an active role in developing and enforcing effective performance management practices. Therefore, when asked about their input on challenges faced in transparent implementation of best practices, data showed concerns and identified obstacles to a transparent system. Most participants described these as negative practices in family-owned-run organisations, where the owners often exploit their employees' financial circumstances and discriminate against them for various reasons, including discrimination based on gender or ethnic background. Additionally, favoritism among employees is common, as those who are closer to managers and senior employees are often given more support and recognition than those who perform their official tasks better. Participants highlighted that this is due to the cultural tendency in Pakistan to link performance with individual interests and the interests of senior management, rather than focusing on the performance of the organization as a whole:

“The culture of Pakistani organisations is centered around the owners of the company. Nepotism is deeply embedded in our society. In the family-run Seth organization, there is no room for transparent performance management. I have been in the industry for fifteen years and have not seen much progress. (PLC-ConsultingCo-1 M).”

Based on participant data revealed that the HR Leadership group is largely male dominated, with fewer women in higher positions. Data showed that women are kept at lower positions in HR despite their better performance. An equitable performance management system is better for both men and women. An effective performance management system does not allow such discrimination on the basis of gender. Gender discrimination also affects occupational culture and the environment. As stated by the HR leader:

“There is a lack of gender diversity in Pakistani companies. Sadly, this is part of our culture. In one of our organizations, women were not even allowed in executive rooms or executive offices. I have personally experienced this type of discrimination. We live in the twenty-first century where these things are happening. There are no female CFO in Pakistani companies (PLC-MicroFin Co M).”

When asked about examples of discrimination and favoritism, data revealed that top managers and owners make performance, compensation and training based on their subjective personal

preferences. Culture does not allow these decisions to be questioned or challenged; they are simply implemented. Regardless of the rules and systems in place, the owners of the company have the final say on all decisions. Additionally, there is also a pick-and-choose approach used by local companies, where favorites are given preferential treatment while professionalism and skilled human resources are not highly valued. This situation of favoritism, combined with personal biases, affects the ability to make fair and accurate evaluations. It also hinders the ability of employees to perform at their best. Following statement summarizes this:

“A rational decision was overruled by an emotional situation. It is common for local family businesses to exhibit favouritism in the way they run their operations. There is no correlation between favouritism and prejudice in these organisations and performance. People who are close to senior leaders are more likely to be promoted. It is common for people to do their personal work for senior managers (getting groceries for their family, picking up and dropping off their bosses' children, etc.). Instead of doing their actual job, these shoe lickers focus on these unethical tasks. When other team members see their colleagues being rewarded for such unethical behaviours, it demotivates the rest of the organization. (PLC-MicroFinCo M).”

Data also identified direct impact on organizational motivational level. Almost all participants raised concerns that when the leadership and senior management engage in discrimination and bias, they demonstrate favouritism and nepotism openly, and the overall organisational environment is affected as well. Often, this happens when a clear objectivity is absent, and evaluations aren't taken seriously or performed on a regular basis. According to the quotation below, decisions are made based on personal connections:

“You will always receive an outstanding or exceeding performance rating if you are a favorite in our organization. Line managers cannot evaluate you objectively even if you are working below average. In local companies, I see this every day. Regardless of performance, whoever is nearer to the owner gets rewarded (PLC-Energy-01 M).”

Additionally, data identified that the weaknesses of performance management systems can either be found in the system itself or in the implementation process. In this context, participants data identified several factors, including weak points, people's behavior, and processes that negatively impact the system. Data augmented that in most organizations, managers avoid challenging conversations. In spite of the transparency of the performance system, the goal is to please their team members. At the beginning of the year, line managers do not actively focus on establishing or agreeing on objectives and targets for the year. At the end of the year when it is time to conclude the performance cycle, they find it extremely challenging to ask their team members about certain results and accomplishments. The following is how a seasoned HR leader summarized the situation:

“When it is time to complete performance evaluations for the calendar year. Deep sleep is suddenly interrupted by both managers and employees. They start to argue about performance targets and deliverables. During the year they never discussed performance, this is another challenge (PLC-ConsultingCo-2 M).”

“Department Head becomes defensive during performance rating discussions. Rather than assessing team members objectively and transparently, they state, “You are demotivating him (employee), and he (employee) has made 100 sales in a challenging environment (70 percent below expectations). It is critical for me to rate him above expectations so he will be satisfied. (PLC-Const-1 M)”

An important and interesting practice was identified during interviews which is prevalent in all family-owned-run organisations in Pakistan. These organisations typically appoint a trusted member to the leadership team and board of directors, who acts as a spy or informant for the owners. This individual, who holds decision-making power, is often a retired military general or a former senior bureaucrat with no relevant business knowledge. A seasoned HR leader summarized the situation as follows:

“My organization hires retired bureaucrats and military personnel as vice presidents / board members. There is, however, a large gap between what is needed to establish a world-class organization. Owner do not want to lose control of what’s happening inside the organisation They only care about financial returns with no interest people development and talent needs (PLC-CementCo-3M).”

Participants pointed out that managers show reluctance to change and progression, in Pakistani society, this is a major behavioral and cultural issue. Most participants concurred that organizations in Pakistan typically implement performance management systems once a year as a bureaucratic, waste of time activity. HR leaders summarize the situation as follows:

“When I was hired to lead HR. Human Resources team worked for months with line managers and business leaders. Collectively we crafted a professional best-suited performance management system with consensus from business leaders and line managers. I was stunned to see that not a single business leader endorsed the system that they themselves crafted when presented to the Owners for approval. Due to the fact that the owner/CEO wasn't interested in moving forward. (PLC-ColgroCo-2M).”

“We have a performance management system that isn't very effective. The best thing to do is to start with something and then work on improving it. As part of our strategy, we are integrating performance management with succession planning, people development, and business goals. (PLC-CementCo-3M).”

In addition, data also identified that there are issues and challenges within organizations, including the ability of line managers to perform annual appraisals. Most organizations in Pakistani culture are geared toward pleasing the boss and team members, so regular feedback is crucial for an effective performance management process, data revealed. During the interview, HR leader summarized the situation as follows:

“A regular feedback cycle should take place, but it doesn't. There are times when we do it, but it is very rare. A few days ago, I read an article in the News about "Pakistan's number one problem". Our national culture (pleasing the boss) adversely impacts our organizational culture (PLC-MicroFinCo M).”

“It is possible that performance feedback culture will have an application in Pakistani local companies if we look at it from a theoretical perspective. If you look at Pakistani culture from the perspective of local cultural dimensions, you can say that it is a pluralist culture. In Pakistan people tend to have strong relationships and affiliations. Relationships with subordinates and team members are more significant to them. Most of the time, line managers avoid difficult conversations in such circumstances. (PLC-BankCo-1 M). “

Furthermore, there was another data point i.e., junior team members are more likely to be evaluated for their performance, and they are more likely to be victimized by symbolic power abuses. On the other hand, managers and above do not appear to be targeted as much. Data showed that most local Pakistani organizations clearly discriminate against these groups.

“The only focus below the manager level is the performance management system. Employees are not provided with any layout or training, nor are they guided on how they might enhance their training. Training is available for managers and above only for fun. These managers treat these training sessions as company paid vacations. Surprisingly, the owner is satisfied with this approach. According to him, "they deserve a break and I keep them motivated by giving them a break". (PLC-CementCo-3 M)”

Data showed that it is not uncommon for performance management to be implemented as a one-time activity without considering all the performance components. Participants also highlighted that performance management is weaker due to employees not being given training opportunities despite their need for career progression and development. In addition, HR leaders cited the following weaknesses of the system and poor implementation:

“At my company, performance management is at least a century behind. An appraisal form is filled out by the line manager without the appraisee knowing (PLC-EduCo-2 M).”

“CEOs and owners get upset when established objectives are met per agreed deliverables. My trust in transparency and integrity is questioned. According to the owners, the objectives should be such that no one can achieve them (PLC-ConsultingCo-2 M).”

Similarly, data identified that in terms of performance management systems, local companies face more challenges. Traditional Seth (family owned-run) organizations lack a system for setting objectives, so implementing performance management systems is difficult. When the performance objective is set and followed, Seth loses control over the employees and system. A proper HR system is lacking, and recruitment is based solely on Seth's personal recommendation. A vital challenge to all family organisations face is summarized in below quotes:

“There is a tendency for traditional family-owned companies to appoint and install their close confidants into leadership positions. Usually, these characters are retired subject matter experts in their late 70s or 80s. It is they who are in control of everything. (PLC-EduCo-2 M).”

“In a typical Pakistani Seth company, HR professionals are working hard to implement a performance management system. There is an unpleasant nexus between leadership, owners, and employees. Leaders in some organizations try to please owners and make employees unhappy, while owners are unhappy when employees are happy. (PLC-CementCo-3 M).”

“Objective setting managers cannot convince the team through dialogue when they are not well prepared. Therefore, managers themselves have to be aware of and prepared for challenging objectives. Instead of objective results managers use gut feelings to evaluate people. It is extremely unfair to the teams and employees. Managers should be trained and held accountable for conducting evaluations rather than avoiding providing performance feedback. (PLC-CementCo-2 M).”

“Performance management practices are lacking because there is no structured institutionalization of HR practices, so it has to be learned by trial and error. The better analogy would be to let a car driver fly an F-16 fighter plane. (PLC-ConsultingCo-1 M).”

“The majority of these influential families attended American and British universities. Among these family owners are graduates from Harvard, Yale, MIT, Oxford, and Cambridge, just to mention a few. In my diverse experience working with family-run businesses in Pakistan, I have found that most of these educated graduates behave no different than a "feudal lord" upon returning to their family businesses. However, there is still room for improvement. However, I have witnessed this over the past forty years (PLC-CementCo- M).”

In summary, participants data showed that managers in the organizations with the mindset of pleasing owners of the firm is the critical demotivator and derailer to transparency and objectivity. Data also highlighted that senior management's opposition to the implementation of updated and effective HR systems demotivates HR professionals. A typical retirement mindset is that retirees make assumptions and think once and don't change them even if there are logical reasons, and they don't listen to anyone.

5.4. Discussion on Qualitative Results

The purpose of this section is to present and discuss findings from interviews with human resources managers at MNC subsidiaries and at family-owned-run firms in Pakistan. It will also do an analyses and comparisons of factors of performance management practices revealed in relation to leading to the convergence or divergence of performance management best practices, impact of local culture and challenges in performance management implementation, as indicated by HR Leaders. First, it starts by analysing best practices implementation in both types of organizations. In addition, a comparison between both types of managers perception of local culture is discussed and explained. Next, challenges faced while recognizing differences and effective implementation of performance management practices are also discussed.

Among the key findings and themes were the existence of current performance management systems in multinational and local Pakistani companies. In the detailed findings, positive and negative practices are identified and discussed, as well as barriers and challenges. Furthermore, data revealed that in Pakistani family firms, best practices convergence of objective setting, performance feedback and career calibration are largely not practiced resulting in these factors negatively influence employee performance and motivation. In Pakistan, there is a clear difference between operations of MNC and family-owned-run local companies. Pakistani companies are more influenced by Seth (firm owner) rather than by best practices HR professionals or best practices, participants highlighted.

5.4.1. Convergence and challenges in best practices implementation

In regard to the procedure, practice and implementation of performance management best practices. In the interviews, a variety of questions were asked. These queries attempted to assess the significance. In addition, the HR leader cited a number of performance management best practices.

The fact that managers in both types of organisations see the importance and advantages of transparency in performance management practices as comparable and consistent is a

significant feature of this analysis. These managers advocate institutionalizing performance management (PM) practices because they endorse employees' views on the necessity and relevance of PM to reaching organisational objectives. As an example, to gain employee trust and cultivate a collaborative culture that leads to a competitive edge, which is central to any organization's performance objective, managers have mentioned the importance of a structured performance management system beginning with the goals setup, feedback, alignment, and culture – this conclusion being supported by Aguinis and Pierce, (2008) and Brewster et al., (2017). According to Marchington, (2015), it is important to avoid a narrow focus on hierarchy-based performance goals as it can neglect other important stakeholders and values. Bouskila-Yam and Kluger, (2011a) also suggest that performance appraisal and goal setting are positively linked. Managers have access to effective tools, such as goal setting (Locke and Latham, 1990), but a goal-oriented approach must be managed with care to prevent negative outcomes like a distorted focus on non-goal areas, changes in risk preferences, unethical behavior, and a negative impact on organizational culture (Ordonex et al., 2009b, 2009a). An example of recognising the importance of structured system amongst MNC is as follows:

“Our performance management system is linked to corporate values; those values are tangible in three to four categories (i.e., Financials, Business Growth, Operations and People). Each one is aligned and inspired by corporate guidelines and weightage allocations. We aim to grow capabilities and deliver results beyond what HQ expects. The goals are SMART. We follow global HQ established criteria, ensuring alignment along diverse regional operations. Our HQ supports us in HRIS systems which helps us align and cascade SMART goals from CEO to individual and so on (MNC-EnergyCo-1 F)”.

An example of recognising the importance of structured system amongst local family-owned organisations is as follows:

“Performance Management systems with KPIs cascading from the top leadership are vital to our company's success. Our human capital initiatives are built on this foundation and it is the principal source of behavior, culture, and business performance that drives our competitive advantage (PLC-EduCo-2 M).”

However, in Pakistan, multinational companies have organized performance management systems, based on the analysis. Most MNCs have proper implementation of PM that are guided by their headquarters, hence convergence to best practices paradigm. This was supported by the findings of Khilji, (2002) and Nadeem et al., (2018). However, out of the interviewed pool, there are only a few MNCs without a well-structured performance management system. The MNCs in Pakistan follow the systems of their HQ organization and have some quality systems of performance management. A professional and well-structured performance management system also involves training and succession planning. A better organizational work

environment enables employees to learn more compatible skills which contribute to organizational growth and business sustainability. In contrast local Pakistani family organisations focus on a single annual evaluation. However, important to note that evolution of the performance system in Pakistani organizations is slow due to resistance to change. This aspect was highlighted in the study by Qadeer et al., (2011). Furthermore, also that family organisations does not accept transparent system easily, as concluded by Khan and Kamal, (2022).

Data explored organisations in Pakistan face the challenge of local performance management practices that is dominated by conservative, collectivist and feudal values. This is in agreement with the conclusion of the work of (Khilji, 2013b; Riaz et al., 2012). An integrated approach of convergence-divergence, as advocated by McGaughey and Cieri (1999), is a suitable viewpoint for human resource (HR) practices, including performance management (PM), in Pakistan, according to Khilji (2002). However, the interviewee analysis does not totally agree with this. Both convergence and divergence of practices occur simultaneously, in the process of HRM change in Pakistan. This might be somewhat relevant to MNC subsidiaries. However, local family organization level factors do not encourage and or facilitate the implementation of performance culture. Additionally, Family-owned run companies in Pakistan are culturally and socially very different from multinational companies. General structure and practices in human resources management are immature and do not meet standard practices. Among the dominant phenomena in Pakistani organizations is the influence of organisations founder and or owner. An effective performance management system is not absent in Pakistani companies but is used by the owner or Seth to negatively target the employees.

Two seasoned HR Leaders (PLC-07 & PLC-19) expressed the following views:

“At the moment, performance management is directly related to what owners want to accomplish on a given day. Senior managers just follow the mood of the owner. Just like any other developing country, we also have people who love titles, ranks and their position in the hierarchy.”

“The culture here is not trustworthy since people are not honest and credible. Owners love to have power in order to use that power to affect others' careers. The owners need to change this attitude if they seriously want to introduce an encouraging culture in the organization”.

From a cultural corruption aspect, the problem of favouritism and biases exists in both MNCs and PLCs but is extremely higher in PLCs. This was supported in partially by the work of Khatri et al., (2013) and Nadeem and Kayani, (2019). However, literature on family organisation specific HR practices debating implementation of best practice and related

challenges is rare Khan and Ahmad, (2021). The local Pakistani companies are dominated by managers who are closer to the owner of the company or senior management. In most cases, the local company conducts a single annual appraisal which is highly influenced by the line manager, director, or the owner of the company. People who perform based on their skills and qualifications, but do not please their bosses are not rated high. On the other hand, the people who do the personal work of their boss receive high ratings and increments. This was supported by the findings for (Bilal et al., 2020).

The MNCs in Pakistan follow the systems of their HQ organization and have some quality systems of performance management. A professional and well-structured performance management system also involves training and succession planning. A better organizational work environment enables employees to learn more compatible skills which contribute to organizational growth and business sustainability. Local Pakistani organizations focus on a single annual evaluation. The evolution of the performance system in Pakistani organizations is slow due to resistance to change and also that Seth does not accept it easily. The detailed findings concerning each identified theme are discussed in the following sections.

HR practices, particularly performance management practices, are different in multinational and local Pakistani companies. The PMS practices in Multinational companies are better than those in local Pakistani companies. MNCs use advanced systems and procedures for human resource management and evaluation of human resources. Multinational corporations evaluate their employees not only on performance evaluation, but they also invest in capacity building and skill development of their human resources. One of the big reasons behind improved performance management systems in MNCs in Pakistan is the influence and guidance of their headquarters. On the other hand, the Pakistani local companies are not as professional in HR practices, especially in developing and implementing performance management systems. In most cases, evaluations are incomplete and biased. Local companies in Pakistan are weaker and exhibit more negative practices in their HR performance management as compared to multinational companies.

There is a lack of professionalism in Pakistani family organisations when it comes to developing and implementing transparent performance management systems. Most local companies conduct performance reviews once a year, where company owners (Seth) have full control over each decision relating to even a single dollar spent. People who are close to managers and organisation owners receive favors. However, skilled and qualified people who do not provide personal services to bosses are neglected and do not receive due credit. People are influenced by the boss or Baba of the company based on their personal interests. The systems are evolving in fewer local companies, and multiple reviews based on KPIs are

conducted throughout the year. These local companies hire international consultants to help them develop better systems. MNCs, on the other hand, have fewer negative practices. HR Leader PLC-04 stated:

“Our performance management systems are based on key performance indicators (KPIs). They are derived from our Annual Operating Plan (AOP). In Business and People categories, CEO KPIs and objectives are aligned with the Annual Operating Plan (AOP). KPIs for HR and other departments are derived from the CEO's KPIs to ensure cascading, transparency, and objectivity. In the same way as any big multinational corporation.”

Both types of companies have Pakistani managers, and employees, but the local mindset and Seth mentality are more prominent in local family companies. Local mindsets are based on biases and favoritism rather than professional ethics and values. The higher influence of local mindsets in local companies is due to their autonomy and disconnection from the developed institutions MNCs have with their global offices. Even their senior professionals visit Pakistan offices and guide their teams according to the guidelines from their headquarters.

Pakistani companies are trying to have also improved their HR practices and performance management systems as a result of learning from global practices. In addition to developing their systems, these companies are implementing best practices with the assistance of international consultants. In addition to being given credit, people also receive performance-based financial benefits. The process is slow, but it is a very positive sign for the local organization. According to HR Leader PLC-17:

“The quality of business results and employee engagement can be enhanced by transparent performance management practices. Achieving business deliverables (KPIs) depends a great deal on the CEO's objectives and the organization's values and leadership behaviors.”

An effective performance management system should be based on work, tasks, and results rather than personal interest. The most effective performance management systems are well-defined and structured so that errors in the process are minimized or eliminated:

“We can better implement this system by educating and understanding the value it will bring to the organization's culture. Team members are encouraged to go above and beyond the call of duty willingly and enthusiastically. Contributing to value-added initiatives with the mindset that more contributions will be made. As a result, highflyers are given leverage to advance quickly into leadership roles. Our key talent resources are constantly challenged to improve not only their own performance but also the performance of the team (PLC-ConsultingCo-IM).”

It is imperative to set goals that are logically linked to the overall strategy. It is not logical for planners and managers to set easy goals that are not connected to the organizations:

“Accountability, ownership, and realistic goals are especially significant. My observation is that departments tend to set easier goals that can be achieved without much effort. The challenge is that they do not align with overall results. The driving force should be aligned with the overall business strategy. However, it is not. (PLC-HotelCo-1 M).”

There is a huge gap between the practices, development, and implementation of performance management systems among Pakistani family-owned companies and multinational companies. There is an exceedingly small number of local companies adopting advanced performance management systems and facing resistance to implementation. As a result of the changed systems of MNCs, domestic employees of MNCs exhibit positive behaviors despite coming from local companies. In Pakistani companies, poor performance management practices are a result of the local Seth mindset and the weak local institutional trainings. Further exploration of the causes may lead to the creation of knowledge and recommendation for improvement in local family-owned-run companies. Islam, (2004) argued that Pakistani managerial culture is deeply rooted in social norms. Uncertainty avoidance, high-power distance, masculinity, and collectivism all contribute to nepotism and favouritism in Pakistani bureaucratic culture. However, this research with a focus on family-owned organisations provided a whole new insight into challenges faced in the implementation of performance culture, that is influenced by the family owners. Following quote summarize the context:

“..... Professionalism should happen, but it does not. Sometimes we do it but very rarely. And a few days ago, I was reading an article published by xxxxxx in News, it was "The number 1 problem of Pakistan". Our national culture (of pleasing the boss, favouritism etc....) has negatively affected the organizational and national culture. PLC-CementCo-1-M”

The identification, implementation or adapting to local norms without compromising ethical practices of performance management is important but extremely challenging in Pakistani society. In order to remove such constraints, a lot of ground still needs to be covered. Few organizations really strive to be progressive and transparent, which is a positive sign. This will, however, take time. There are now few Pakistani companies that conduct inclusive performance management systems more than once a year. Company owners and human resources professionals have become more experienced and exposed to national and international practices over the years. In Pakistan, a small number of family-owned-run companies have implemented competency-based evaluation and performance management systems. These systems are based on certain core competencies that are listed in a performance management system. In addition to providing adequate training for employees, succession planning is also carried out by moving employees to higher positions. Some old-fashioned Pakistani family organisations have improved their human resources (HR) and performance management practices in line with global best practices. Pakistani local companies are slow to

adopt better performance management practices, but they are not completely absent. Hence, room for further advancement and research.

Culture in Pakistani Organisations as a results of the interviews revealed various questions investigating the relationship between Pakistani culture and performance management practices. Pakistani managers believed that the culture of an organization directly impacts its motivation and performance, with two managers stating:

“[...] Employee and manager set up their own objectives. HR provides high level guidelines as an example 50% Operations, 30% Financial and 20% People. Team members are provided training on setting SMART objectives. Our company’s focus is on value-oriented behaviours and business driven culture.” [Interview One]

“Culture plays a significant role in supporting business performance atpharma, our culture is highly corporate and CEO driven ... my boss and his boss will put respective objectives so it would identify the key areas in global aspects. In this manner we are focused from Global CEO to Country CEO up to an individual contributor employee..... and then driven from there so each member and leadership member would plugin there and it connects us towards the same purpose with transparency.....” [Interview Two]

This outcome indicates that a positive and supportive culture within Pakistani organisations can lead to an environment that promotes performance and motivation. This is supported by the research by Delaney and Huselid, (1996), who argue that culture is a fundamental aspect in fostering creativity and productive workplaces. The interviews also revealed that culture affects the acquisition and sharing of knowledge, however, only few participants highlighted this viewpoint. The interview data also showed that the structure of companies in Pakistan is critical to the success of its personnel. Employees report feeling more dedicated to their jobs when given more leeway to make decisions on the job, and they also believe that a well-structured company may promote dedication while decreasing bureaucratic complexity.

However, in Pakistani family organisations the role of front-line manager has been taken over by the owners of the organisation. Furthermore, Purcell (2007) suggests that HRM has not fully recognized the role of front-line managers, despite the fact that many HR practices are carried out by these managers. The article concludes with a call for a systematic effort to improve the people management skills of front-line managers. The responsibilities of front-line managers in selecting, appraising, developing, communicating and engaging employees are closely related to a broader range of leadership behaviors that aim to shape employees' attitudes and behaviors, and provide direction. The author suggests the term 'people management' can be used to refer to both aspects of front-line managers' roles. In addition to HR practices, employees may also be influenced by their managers' leadership style, which can lead to

positive or negative responses. However, poor management behavior or weak leadership can undermine 'good' HR practices, but adequately designed policies can be enhanced by good management behavior, the study suggested. Hence, relevant to both types of organisations.

Family organisations are a vital contributor to the economy of Pakistan, with many of them being passed down through generations. However, these organisations often face unique challenges in terms of performance management, particularly in terms of transparency and fairness. This is because of the potential for favoritism, nepotism, and biases towards family members who are often in leadership positions. Abductive reasoning suggests that an increase in performance management transparency by family organisation's owners in Pakistan can help mitigate these issues and lead to improved performance and employee satisfaction. This is because transparency in performance appraisal systems can help ensure that evaluations are based on objective criteria and that employees are aware of how their performance is being evaluated. This can lead to increased trust and engagement among employees, as they feel that the evaluations are fair and that their contributions are recognized.

Additionally, research on family organisations in Pakistan suggests that family ownership can have a significant impact on the organisation's performance and employee satisfaction (Khan and Ahmad, 2021; Saleem et al., 2020). Family ownership can lead to a sense of loyalty and commitment among employees, which can foster a positive work environment (El-Chaarani, 2013; Hussain and Safdar, 2018). However, favoritism, nepotism, and biases towards family members can lead to negative perceptions among non-family employees and can negatively impact the organisation's performance and employee satisfaction (Bibi et al., 2021; Riaz et al., 2012). Performance management transparency best practices can help mitigate these negative effects by promoting fairness and objectivity in evaluations. For example, involving multiple managers or a third-party evaluator in the evaluation process can help reduce the potential for bias (Nadeem and Aziz, 2018). Additionally, involving employees in the evaluation process can help increase their buy-in and engagement in the process. The authors Marchington, (2015) and Marchington and Grugulis, (2000b) have criticized the concept of "Best Practice" in HR management at the global level, stating that different cultures, organizations, and institutions across industries and countries behave differently. Doherty et al., (2007) support the "Best Fit" paradigm, which suggests that HR strategy should be aligned with overall business strategy while considering both internal and external factors, including local norms and culture. However, both methodologies should be evaluated in relation to achieving and realizing organizational strategic objectives. Marchington and Grugulis, (2000) argues that HRM best practices cannot bring alignment and standardization without facing challenges from varying interpretations of specific practices and their relationship to others. Results from this qualitative

interview confirmed Marchington and Grugulis, (2000) argument. Additionally, in Pakistani society convergence is even more challenging, more specifically family-owned run organisation, as evident from the quotes on behaviour and culture exhibited by owners. As quoted:

“At the moment, performance management is directly related to what owners want to accomplish on a given day. Senior managers just follow the mood of the owner. Just like any other developing country, we also have people who love titles, ranks and their position in the hierarchy.”

The debate between "Best Practice" and "Best Fit" can also be paralleled with the debate about "Convergence" and "Divergence" in HR management practices. Levitt, (1983) and Prentice, (1990) advocate for the convergence approach, which suggests that organizations tend to converge management practices due to competitive economic pressures, while Malik, Pereira, et al., (2021) and McSweeney et al., (2016) disagree.

Research on employee perceptions of performance management systems in Pakistan suggests that employee perceptions of fairness and transparency are positively associated with employee satisfaction and performance (Malik and Aslam, 2013). This implies that when employees perceive the performance management system to be fair and transparent, they are more likely to be satisfied with their work and to perform better. In conclusion, an increase in performance management transparency by family organisation's owners in Pakistan can lead to improved performance and employee satisfaction. This is because transparency in performance appraisal systems can help ensure that evaluations are fair and objective, which can lead to increased trust and engagement among employees. Additionally, involving employees in the evaluation process can help increase their sense of autonomy, relatedness, and competence. Furthermore, research on family organisations and employee perceptions of performance appraisal systems in Pakistan suggests that family ownership can have a significant impact on the organisation's performance and employee satisfaction and that employee perceptions of fairness and transparency are positively associated with employee satisfaction and performance. The leaders advocated that transparency in performance management is crucial for the success of the company and the well-being of employees. They also stated that family organisations in Pakistan often struggle with issues of favoritism, nepotism, and bias towards family members in leadership positions, which can negatively impact employee satisfaction and performance.

During interviews with Senior HR Leaders in local Pakistani companies, all interviewees agreed that transparency in performance management is crucial for the success of the company and the well-being of employees. They also acknowledged that family organisations in Pakistan often struggle with issues of favoritism, nepotism, and bias towards family members in

leadership positions. These issues can negatively impact employee satisfaction and performance but implementing best practices for transparency in performance management can help mitigate these issues and lead to improved performance and employee satisfaction.

This can be argued as support for the implementation of performance management best practices in family organisations in Pakistan. Due to the potential for favoritism, nepotism, and biases towards family members in leadership positions, these organisations may struggle with building their own transparency systems. However, by implementing best practices for transparency in performance management, family organisations in Pakistan can ensure that evaluations are fair and objective, leading to increased trust and engagement among employees, and ultimately leading to improved performance and employee satisfaction. This highlights the importance of implementing best practices for transparency in performance management for family organisations in Pakistan as it is a necessary step to ensure the success and well-being of employees. However, they raised the challenge of convincing the owner of the company as a deal breaker. This can be argued as support for the implementation of performance management best practices in family organisations in Pakistan. Due to the potential for favoritism, nepotism, and biases towards family members in leadership positions, these organisations may struggle with building their own transparency systems. However, by implementing best practices for transparency in performance management, family organisations in Pakistan can ensure that evaluations are fair and objective, leading to increased trust and engagement among employees, and ultimately leading to improved performance and employee satisfaction. This highlights the importance of implementing best practices for transparency in performance management for family organisations in Pakistan as it is a necessary step to ensure the success and well-being of employees.

Additionally, data from the interviews from family-owned organisations HR managers identified that implementing Western HR best practices in family-run organisations in Pakistan can be challenging due to the presence of a feudal mindset and a culture of favoritism and nepotism. According to Hofstede's (2004) cultural dimensions, Pakistan scores high on power distance and collectivism, indicating a hierarchical and group-oriented culture where loyalty to one's family and network of relationships is highly valued. Similarly, GLOBE culture studies have found that Pakistan scores high on in-group collectivism, indicating a strong preference for people from one's own group or family.

Pakistan specific literature also supports the fact that family-run organisations in Pakistan may be resistant to implementing Western HR best practices. For example, a study by Khan and Ahmad, (2021a) found that family-run organisations in Pakistan tend to rely on informal and personal relationships rather than formal HR practices in managing their workforce. Similarly,

a study by Flamini et al., (2020) found that family-run organisations with strong management controls tend to practice nepotism and favoritism in their hiring and promotion decisions. Interestingly, interview data revealed that with majority of family business owners are western educated, yet the colonial mentality is deeply engaged in their DNA. They all claim that they are progressive, however ground reality is exactly opposite. As nicely articulated by all manager interviewed. An example is as follows:

“The majority of these influential families attended American and British universities. Among these family owners are graduates from Harvard, Yale, MIT, Oxford, and Cambridge, just to mention a few. In my diverse experience working with family-run businesses in Pakistan, I have found that most of these educated graduates behave no different than a "feudal lord" upon returning to their family businesses. However, there is still room for improvement. However, I have witnessed this over the past forty years (PLC-Cement Co- M).”

Furthermore, during interview discussions and further probing all HR leader of a family-owned organisation in Pakistan, highlights the issue of HR's credibility and authority in the country. According to research, this lack of structured institutionalization of HR practices in Pakistan can be attributed to the lack of formal education and training in the field, as well as the general perception that HR is not a core function of the organizations in Pakistan (Ali and Brandl, 2017). This is further compounded by the fact that in many local family-run organisations, the finance leader (CFO's) is responsible for managing HR functions, rather than a dedicated HR professional, (Jhatial et al., 2014b; Tahir and Batool, 2016). This lack of specialized expertise can lead to poor implementation of performance management practices and ultimately, a lack of success in achieving organizational goals. As quoted:

“The problem is also in with HR's credibility and authority in Pakistan. There is no structured institutionalization of HR practices. In most local family run organisations like ours finance leader runs HR PLC-CementCo-I M”

Furthermore, another statement highlights a critical challenge with performance management in family-owned organisations in Pakistan, the reluctance and challenge of dialogue between managers and team members. Research suggests that this can be attributed to cultural factors, such as a strong emphasis on hierarchy and deference to authority in Pakistani culture (Hofstede, 2001). Additionally, fear of negative consequences, such as retaliation or loss of employment, can also play a role in preventing open and honest communication between managers and team members (Khurshid et al., 2017). Furthermore, managers may also be hesitant to engage in objective setting and feedback exercises without seeking approval from the owners of the company, which can further hinder the performance management process:

“A critical challenge with our performance management is the reluctance and challenge of dialogue between manager and team member. Maybe it’s a cultural or a fear thing. Managers are not prepared to go ahead with this objective setting and sharing feedback exercise without seeking approval from owners of the company. PLC-Energy-02 M.”

The following statement highlights the issue of hands-on ownership in family-owned organisations in Pakistan and its impact on the relationship between leadership and employees. Research suggests that family organisation owners' involvement in day-to-day operations can lead to favoritism and nepotism, which can cause a lack of trust and understanding between managers and employees (Chrisman et al., 2011). This lack of trust and understanding can further exacerbate the problem of poor communication and hinder the performance management process. Additionally, the leadership team's desire to please the owners can lead to a lack of alignment and understanding between managers and employees, further damaging the relationship (Chrisman et al., 2011):

“Family organisation Owners are very hands-on. Leadership team or the employees of the organization both are looking at things from a unique perspective. Leadership team tries to please the owners, which hurts their relationship with employees. There is lack of alignment and understanding between managers and employee. They need to trust each other which they do not. PLC-PharmaCo-2 M”

These statements provided by HR leaders of family-owned organisations in Pakistan highlight some of the unique challenges faced by organizations in the country when it comes to performance management practices. These challenges include a lack of structured institutionalization of HR practices, cultural and fear factors that hinder communication and feedback, and the impact of hands-on ownership on relationships between leadership and employees. Addressing these challenges will require a comprehensive approach that includes formal education and training in HR, strategies to promote open and honest communication, and measures to address favoritism and nepotism in the organizations.

The lack of a positive and supportive culture within local organisations can lead to a number of negative consequences for the organization, leading to divergence from best practices. For one, it can lead to a lack of trust and commitment among employees, as they may feel that their contributions and efforts are not recognized or valued. This can lead to lower levels of job satisfaction and engagement, which in turn can lead to higher turnover rates and lower productivity. In addition, the lack of a positive culture can also lead to a lack of innovation, as employees may not feel empowered or encouraged to think creatively or take risks:

“The feedback practice is influenced by the culture of our society that is reflected in our organisation (collectivist). Our leaders stick to the power they hold and are unable to lose. A transparent and objective merit-based system is a threat to this mindset in Pakistani society. (MNC-OilCo M).”

“You will always receive an outstanding or exceeding performance rating if you are a favorite in our organization. Line managers cannot evaluate you objectively even if you are working below average. In local companies, I see this every day. Regardless of performance, whoever is nearer to the owner gets rewarded (PLC-Energy-01 M).”

Furthermore, the presence of favoritism and nepotism can also lead to a lack of fairness and equity in the performance management process. This can lead to employees feeling demotivated and disengaged, as they may not feel that they are being treated fairly or given equal opportunities to succeed. In addition, it can also lead to a lack of trust in the management and leadership of the organization, as employees may not feel that they are being led by individuals who are truly committed to their well-being and success.

Culture traits in MNCs can vary widely depending on the country or region in which they operate. However, common culture traits in MNCs include a focus on efficiency, a strong emphasis on individual achievement, and a hierarchical organizational structure. Family organisations in Pakistan, on the other hand, can exhibit culture traits such as a strong emphasis on family ties and loyalty, a greater acceptance of nepotism and favoritism, and a more relaxed and informal management style. MNCs operating in Pakistan may also exhibit some of these culture traits, as they may be influenced by the local culture and societal norms.

In order to address these issues, it is important for local organisations to focus on creating a positive and supportive culture that is built on trust, fairness, and inclusivity. This can involve implementing effective performance management systems that are based on objective and transparent criteria, as well as creating opportunities for employee engagement and participation in business operations. Additionally, it is also important to promote a culture of innovation and creativity, by encouraging employees to think outside the box and take risks. By doing so, local organisations can create an environment that supports performance and growth, while also fostering a positive and engaged workforce.

The research suggests that transparency in performance management is crucial for the success and well-being of employees in family organisations in Pakistan. However, these organisations often struggle with issues of favoritism, nepotism, and bias towards family members in leadership positions. Implementing best practices for transparency in performance management can help mitigate these issues and lead to improved performance and employee satisfaction. However, convincing the owner of the company to implement these practices can be a

challenge. The research also suggests that implementing Western HR best practices in family-run organisations in Pakistan can be challenging due to the presence of a feudal mindset and a culture of favoritism and nepotism. Additionally, HR's credibility and authority in Pakistan is lacking and the finance leader is often responsible for managing HR functions, leading to poor implementation of performance management practices. Furthermore, a critical challenge with performance management in family-owned organisations in Pakistan is the reluctance and challenge of dialogue between managers and team members due to cultural factors and fear of negative consequences. All family-owned businesses in Pakistan may aspire to become multinational corporations, but their feudal mindset and the limited power-sharing culture of the country can pose significant barriers to achieving this goal. These businesses may struggle with a lack of professional management and decision-making processes, as well as a resistance to change and outside influence. Additionally, the power-hungry culture in Pakistan can lead to conflicts and internal struggles within the business, further hindering its ability to expand and grow.

This study highlighted the presence of key challenges for family organisations in Pakistan that aspire to become MNCs. However, it is important to note that these challenges are not limited to family organisations in Pakistan and are also present in MNCs. The study suggests that the feudal mindset and limitations of the Pakistani culture of power-hungry behavior may be a major barrier for family organisations in achieving their goal of becoming MNCs. However, more detailed research is required to fully understand the root cause of these challenges.

5.5. Chapter Summary

This chapter provided in-depth analysis of interviews with HR Leaders (participants) from MNC subsidiaries and local family-owned run organizations. It presents the findings and the results from both types of organizations that helped address the research question from multiple angles.

Factors promoting convergence or divergence of performance management best practices were found to be significant and consistent. All managers emphasized the importance of performance management, goal and objectives, transparency, performance-driven pay, career development focus, and accountability as a source of competitive advantage in both types of organization. MNC subsidiary HR leaders also stressed the role of the head office in supporting cultural and behavioral challenges. Family-owned HR leaders, on the other hand, emphasized the importance of transparent governance, elevating human resource's role in people strategy decision making, people management, and educating owners to delegate decision-making for the best interests of the firm and country. Family firm HR leaders appear to need more support from owners and management to establish a performance management culture free from

favoritism and nepotism. The interviews revealed the importance of owner support in performance management culture to stay relevant and in seeking a competitive market position. The results demonstrate positive responses to performance management best practices convergence. HR leaders offered more holistic explanations, such as the value of performance management for competitive edge, taking market-oriented tactics to aligning organizational and employee goals. Family firm HR managers highlighted the need for collaboration with owners to sustain motivation, flexibility in some performance management practices, and job design and structure for more productive work. Both firms prioritize implementing performance management best practices, but family firms need to transform their culture before organizational characteristics and behaviors can support objective performance management. The next chapter will provide a conclusion on the thesis, including findings from both quantitative and qualitative methods, along with recommendations and limitations of the study.

6. CHAPTER SIX: THEORY CONTRIBUTIONS, DISCUSSION AND CONCLUSION

6.1. Introduction

Research results on performance management practices at selected MNC subsidiaries and family-owned enterprises in Pakistan were reported in earlier chapters of the thesis. The study analysed the similarities and differences between Western performance management practices and the challenges of introducing a similar culture in Pakistani family run organisations.

The concluding chapter provides an overall summary of the thesis by first introducing the research question followed by the research method used. The next section presents the amalgamation of the results and conclusions as well as the explanation of the research methodologies and how they relate to the research questions. The following section we provide the research's implications for business practitioners and other audiences, along with ideas for putting those findings into practice. Overall, the concluding chapter presents a comprehensive summary of the thesis, outlining the research questions, method, presenting the research outcomes, discussing the theoretical and practical implications and contributions, offering recommendations, and highlighting the limitations, all while providing final conclusions on the research findings.

6.2. Main Research Question:

What current practices, processes and challenges shape the existing performance management systems in multinational (MNCs) and local family-owned-run organisations in Pakistan?

6.2.1. Sub-questions:

- a) Which factors lead to the convergence of performance management practices in Pakistan?
- b) Which organizations are more likely to converge than others within investigated organizations?
- c) In implementing performance management practices in Pakistan, what are the main challenges?

6.3. Research Methods

The research was undertaken by utilizing mixed methods. The study included a combination of qualitative semi-structured interviews and quantitative questionnaires. Following is the summary of each method.

6.3.1. Quantitative Questionnaire Survey

The researcher used web-based questionnaires to perform the quantitative survey. The survey included both MNC subsidiaries and family-run businesses from various sectors of the Pakistani economy. Participants included employees from a range of organizations like oil, gas and petrochemicals, financial services, travel and hospitality, education, retail sector, media and communications, automotive. A total of 1039 usable responses were collected from participants. Employee surveys are a common practice among both (PLC & MNC) types of companies in Pakistan. These surveys are influenced and conducted by global leading western consulting organisations like Mercer, Gallup, Deloitte, PwC, SHL, and Gartner. These organisations typically implement established survey questionnaires and apply them to Pakistani participants.

6.3.2. Qualitative Semi-Structured Interviews

The semi-structured interviews were managed by utilizing web-based MS Teams and Zoom tool. A total of thirty-three discussion interviews were done. Thirteen participants were from MNC subsidiaries and twenty from family-owned run organisations respectively. The semi-structured interviews provided additional data points through probing. This provided additional insights that might have been neglected in quantitative questionnaire results. The participants interviewed were the main policy designers and implementors of performance management practices.

6.4. How are research objectives achieved?

The self-administered questionnaire was developed and distributed a questionnaire survey that investigated the perceived causal relationship among performance management practices in multinational corporations (MNCs) and family-owned run companies (PLCs) in Pakistan. The overarching aim is to discover how and why each set of organisations might converge or diverge from Western performance management practices. Interviews were conducted in addition to getting better insights that might not have been revealed through the results of the quantitative questionnaire survey. The interview questions covered four main elements: current performance management practices, convergence and/or divergence, organisational culture, and challenges in implementation. The interview questions also attempted to investigate link between organizational culture, performance management alignment with business goals and challenges faced during design and/or implementation, as addressed by the main research questions (section 6.2).

6.4.1. First and Second research objective:

This study provides some acceptance to Khilji's (2002) work on theory of convergence and divergence. Several problems have been brought to light in her research, most notably the requirement for an integrated study to fully comprehend multinational human resource management techniques. It has shown proof that both divergent and convergent concerns function concurrently, and hence are frequently complimentary, in the comprehension of international business practices. To get a comprehensive knowledge of the general processes engaged in multinationals, researchers must extend their attention to include organisational and contextual elements as well as socio-cultural characteristics. According to the results of my survey, the integration of best practices provides a mixed result to hypothesis at collective and by type of organisation. Organizational culture in traditional Pakistani institutions has been criticised for being passive, bureaucratic, and hierarchical; these traits are seen as reflecting the country's unique national culture and social structure. While there is limited evidence of convergence success, it also highlights the need to abandon outdated organisational structures in favour of a more open and collaborative work environment that gives workers more freedom to make decisions. This indicates that employees in Pakistan are eager for a change and necessitates that human resource managers there (and in other developing nations) reevaluate the requirements of their workforce and choose innovative strategies.

The findings on convergence and divergence of performance management practices are partially supported by Ali's (2017) analysis of Pakistan's HRM practices. The author discusses the context-based interpretation of HRM practices in Pakistan and divides the existing literature into three streams: positivist, interpretive, and critical. The positivist stream endorses Western

HRM practices without considering contextual differences, the critical stream takes a cynical stance towards HR departments in Pakistan, and the interpretive stream studies the role of national cultural context in shaping HRM practices. They argue that local organisations (including family-owned run) and MNC subsidiaries in Pakistan would benefit more from a greater focus on the interpretative approach since it would lead to a better understanding of HRM in context. Additionally, it also highlights the cultural and political metamorphoses of Pakistan and its implications for studying HRM in Pakistan.

Our statistical findings concluded that not all key components of performance management are leading factors in promoting performance management culture in surveyed organizations. The study found five variables positively impacting the study. These five variables are organizational climate of trust, pay for performance culture, career development and training, performance accountability and organizational behaviours towards culture. These variables are positively influenced by western performance management practices. However, the research found that performance appraisal factors failed to impose a positive impact. Unexpectedly, it is the only variable which reveals a negative relationship with the factor (WPMP).

6.4.1.1. Relationship Between WPMP and OCT

The results of this study suggest that both MNCs and local family firms in Pakistan can benefit from implementing WPMP. The positive relationship between WPMP and OCT was significant in both cases, with local family firms showing a higher beta value. These results highlight the importance of performance management practices in promoting organizational trust and collaboration in Pakistan. Additionally, the results of this study suggest that both MNCs and local family firms in Pakistan can benefit from implementing WPMP. The positive relationship between WPMP and OCT was significant in both cases, with local family firms showing a higher beta value. These results highlight the importance of performance management practices in promoting organizational trust and collaboration in Pakistan and the need to consider the cultural and historical context when studying these relationships.

6.4.1.2. Relationship Between WPMP and OCB

The relationship between WPMP and OCB is discussed as follows. The results of the regression analysis showed that there is a significant relationship between WPMP and OCB. Digging deeper, the path-by-path analysis using Multi-Group analysis revealed that MNCs showed statistically significant results compared to local family firms which were in-significant.

6.4.1.3. Relationship Between WPMP and FB

It was unexpected to see that the study found no statistical and substantial difference between MNC subsidiaries and family-owned run businesses in regard to the influence of expectations and offering performance feedback. It is surprising that local family organisations in Pakistan showed a higher convergence value compared to MNCs, as MNCs typically have larger budgets and more resources available to invest in human capital management practices. However, this may be due to the fact that these organisations often have a more family-oriented culture, which prioritizes loyalty and personal relationships. These close personal relationships may lead to higher levels of trust and collaboration within the organization, even in the absence of formal performance management practices. The managers from local family organisations noted that the close-knit family relationships and strong cultural ties within their organizations made it easier for them to implement WPMP practices. They felt that the trust and rapport built through these relationships would help to overcome any potential resistance to change and would make it easier to implement new practices.

This finding on performance feedback is supported by qualitative interviews with MNC and PLC managers, who emphasized the importance of feedback in performance management. The interviews suggested a stronger feedback culture in MNCs, which is consistent with the convergence-divergence debate in cross-cultural management, which suggests that MNCs may face challenges in fully adopting western management practices in different cultural contexts. However, the qualitative interviews also suggested that the feedback culture was not fully established in local family organisations, with feedback being seen as less important and not fully integrated into the performance management practices. This highlights the potential impact of cultural values and practices on the relationship between WPMP and FB, as well as the need for further research to fully understand the relationship.

6.4.1.4. Relationship Between WPMP and COMPB

The current study investigated specific focus on the relationship between western performance management practices (WPMP) and pay for performance culture of meritocracy (COMPB). The results of the study revealed a significant relationship between WPMP and COMPB. This suggests that the implementation of WPMP practices is positively associated with a pay for performance culture that rewards employees based on merit. However, the results of the path-by-path analysis using Multi-Group analysis showed that this relationship is stronger in local family organisations than in multinational organisations. This finding is surprising, as previous research has suggested that multinational organisations in Pakistan may exhibit higher levels of convergence with western performance management practices due to their global reach and access to resources. Additionally, the results of this study may also reflect a divergent trend, as local family-owned organisations may be resisting the adoption of WPMP practices and instead

retaining traditional performance management practices that are more aligned with local cultural values. The qualitative results suggest that there is a significant relationship between western performance management practices (WPMP) and pay for performance culture of meritocracy (COMPB) in both multinational and local family-owned organisations in Pakistan. These findings were supported by qualitative interviews conducted with representatives from both types of organisations, which emphasized the importance of merit-based decision making in performance management. However, the qualitative data also revealed that local family-owned organisations may not fully embrace the principles of meritocracy. In these organisations, the control over performance-related finance decisions was primarily held by the Chief Financial Officer (CFO) and the organisation owners, with little regard for the HR function and its leaders. This highlights a potential challenge to the implementation of WPMP practices in local family-owned organisations, as the focus on merit-based decision making may not be fully integrated into the organizational culture.

6.4.1.5. Relationship Between WPMP and COMPA

The results between western performance management (WPMP) practices and compensation equity and fairness (COMPA) showed no significant relationship between WPMP practices and COMPA. However, a deeper analysis using path-by-path analysis and Multi-Group analysis showed that the relationship between WPMP practices and COMPA was significant for MNCs, but not for local family. In addition, the interviews also shed light on the centralization of financial decision-making in local family organisations. Participants noted that financial decisions in these organizations are often made by the owners of the organisation or the Chief Financial Officer, rather than through a formalized process. This centralization of decision-making may have implications for the adoption of WPMP practices and compensation equity and fairness, as these decisions may be influenced by personal relationships and subjective considerations rather than objective performance metrics.

6.4.1.6. Relationship Between WPMP and TD

The results analysis between western performance management (WPMP) practices and training and career development (TD) showed a significant relationship between the two variables. Indicating that training and personal career discussion are critical components of the performance management system. However, path by path analysis for both MNCs and local family-owned-run organisations using Multi-Group analysis showed that MNCs had a higher beta coefficient whereas local family-owned organisations had a lower beta. MNCs are typically characterized by a more standardized approach to performance management, with clear policies and procedures, and a focus on continuous training and development.

6.4.1.7. Relationship Between WPMP and PERFIMP

The study between western performance management practices (WPMP) and the performance culture of accountability and ownership (PERFIMP) showed that ownership and accountability is a key component of performance management practices. The result showed a significant relationship between the two variables. The Path-by-Path Analysis for both groups, using a Multi-Group analysis, showed that for MNCs as compared to local family organisations. However, qualitative interviews conducted as part of the study did not agree with this finding. HR leaders in local family organisations were highly critical of the influence of organisation owners, making the performance management system less accountable and transparent. This finding highlights the need for a deeper understanding of the cultural and organizational factors that shape performance management practices in Pakistan, particularly in the context of local family-run organisations. Performance management practices in MNCs as compared to local organisations, are traditionally known for their accountability, transparency, and objectivity. However, the finding that local family-run organisations are more likely to converge with western performance management practices is surprising. This highlights the need for further research to understand the unique challenges faced by MNCs and local family-run organisations in Pakistan, and to develop a comprehensive understanding of the performance management practices in the country. In contrast to the quantitative findings, the qualitative interviews with HR leaders did not agree with the results. HR leaders in MNCs emphasized the importance of accountability, transparency, and objectivity in their performance management systems, while HR leaders in local family-run organisations were critical of the influence of organisation owners, which they believed made the performance management system less accountable. The results of this study show that the convergence of western performance management practices and the performance culture of accountability and ownership is a key factor in shaping performance management systems in Pakistan. However, the findings also highlight the need for a deeper understanding of the cultural and organizational factors that shape performance management practices in MNCs and local family-run organisations in Pakistan.

6.4.1.8. Relationship Between WPMP and PERFAPPR

The results between WPMP practices and PERFAPPR, this suggests that the WPMP practices have a negative impact on the objective nature of the performance appraisal process, and the well-defined performance evaluation criteria. The Path-by-Path Analysis for both groups using Multi-Group analysis suggests that there is a difference between the two groups in the relationship between WPMP practices and PERFAPPR. The results indicate that MNCs are more likely to converge towards WPMP practices compared to local family organisations. The results of the current study suggest that the relationship between WPMP practices and

PERFAPPR is negative, with MNCs showing a stronger convergence towards WPMP practices compared to local family organisations. The differences in beta values can be attributed to differences in organizational culture and human resource practices between the two groups.

Participants perceptions of performance feedback and performance appraisal factors showed no impact on western performance management practices (WPMP), despite the fact that levels of complexity in performance culture implementation can potentially be high; however, qualitative data supported addressing cultural constraints in providing feedback that differ in both types of organization not significantly, however during path by path analysis this might indicate surprising conclusion for MNC subsidiaries. Where in MNC pay for performance is a significant factor and surprisingly performance accountability is not. Furthermore, in family-owned organisations data reveal that as expected pay for performance is in significant however, surprisingly, performance accountability and transparency in family organisation shows a higher beta and statistically significant impact. The research suggests, based on the results, that there is a need to dig deeper into analysis. It seems that family organisations participants may want to follow best practices and transparency. This can be seen as motivation for participants to deliver better performance impact. This result can also be explained as emphasized in the semi structured interviews. Results from interviews suggest that the differences in attitudes towards PM practices is directly and negatively impacted by the influence of family organisation owner. The differences between the two organizations highlight the gap between the actual and real purpose of PM practices. Additionally, employees' expectations may have led to this. This finding could not be measured properly in the qualitative results as it was aimed only at employees and also was not designed to measure such attitudes. Therefore, quantitative analysis offered deeper statistical insights into the gap. Interviews demonstrated participating employees and managers valued PM for competitive market growth. The research's statistical results support PM awareness. PM practices encourage performance culture, which may help organisations be transparent and objective, according to participant interviews.

6.4.2. Third Research Objective (Performance Management implementation challenges)

As described in Chapter 2, participants appear to be knowledgeable and committed to these multiple components of performance management and what could pose challenges with the implementation of performance culture. During the interviews, HR managers indicated the critical importance of performance feedback and performance appraisal process, which requires greater understanding and implementation to sustain performance and engagement levels. Therefore, from the context of implementing performance management system that is effective is a major challenge. Furthermore, an absence of objective performance feedback and evaluation culture as highlighted in interviews may result in organizations struggle with

providing objective performance feedback to employees. This can be due to a lack of training and development for managers, as well as a general reluctance to provide negative feedback. This can result in a culture where feedback is not seen as helpful or constructive, leading to a lack of motivation and engagement among employees. Additionally, it is important to highlight that transparency in performance appraisal evaluation and its significance is essential for ensuring the fairness and credibility of the process. By providing objective and consistent feedback to employees, organizations can improve their employee engagement and job satisfaction, which in turn can lead to improved performance and increased organizational effectiveness. The lack of transparency in performance appraisal systems can result in a lack of trust and engagement among employees and can negatively impact the overall performance of the organization.

Furthermore, these quantitative results were endorsed by the outcomes from the interviews. During the interviews, HR managers indicated the critical importance of climate of trust (OCT) and objective unbiased pay for performance processes, which requires greater understanding and implementation to sustain performance and engagement levels. In line with the importance of performance appraisal in cultivating pay for performance culture. The interview data highlighted the significance of transparency, objectivity and fairness, Therefore, may be a major challenge in effective implementation of performance management practices. From the perspective of MNCs, performance management practices are often driven by a desire to standardize processes and ensure consistency across multiple countries and regions. MNCs often adopt best practices from around the world and implement these practices in their local operations. This can result in a convergence of performance management practices, as the MNCs aim to achieve a consistent, high-quality standard of performance management across their global operations. In contrast, local organisations may adopt a more flexible approach to performance management, tailored to the specific needs and cultural context of their local operations. This can result in a divergence of performance management practices, as local organisations may choose to adopt different processes and techniques based on their local context.

The study came to the conclusion that the perception of western management practices is one of the major obstacles to performance management. Despite the potential benefits of these practices, there can be resistance to their adoption, as they may be perceived as culturally insensitive or incompatible with local norms and values. This can be particularly pronounced in countries such as Pakistan, where cultural differences can have a significant impact on the effectiveness of performance management practices. Additionally, as highlighted during the interviews that another key challenge in Pakistan is the issue of favoritism, nepotism, and biases

in the performance appraisal process. These challenges can undermine the fairness and transparency of the process and can result in low levels of employee engagement and job satisfaction. The Hofstede 2002 study of cultures and Globe 2004 study relevant to Pakistan highlights the importance of addressing these challenges, as they can have a significant impact on the perceived fairness and credibility of the performance management process.

This research's main goal is to examine the relationship between WPMP and major performance management best practices. Participants seem to have an in-different awareness and criticality towards these variables and what might create implementation challenges for performance management convergence if not implemented in letter and spirit. Both these variables play a significant part in design, convergence and or divergence in implementation of best practices, as discussed in chapter 2.

In line with the importance of performance management, a critical component of HR practices in cultivating performance deliverables for the organization. The study highlighted the significance of lack of knowledge transfer and learning culture. Organizations may struggle with creating a culture of continuous learning and development. This can be due to a lack of investment in training and development programs, as well as a lack of recognition and reward for employees who take the initiative to develop their skills. Additionally, this research identified that absence of career growth opportunities for employees: Many organizations do not provide clear career paths for employees, leading to a lack of motivation and engagement. This can be due to a lack of investment in career development programs, as well as a lack of support from managers and leaders in creating opportunities for growth.

Furthermore, the influence of organisation's owners in day-to-day decision making, in organizations, the owners may play a significant role in decision-making, which can result in a lack of independence for the line managers. This can lead to line managers being perceived as lacking credibility and expertise and may impact the effectiveness of the performance management process.

In addition to cultural factors, the lack of transparency in the performance accountability system can also contribute to a perception of favoritism. Family-owned companies in South Asian countries are often run informally, with little formal structure or accountability. This can result in employees feeling that their performance is evaluated in an arbitrary and subjective manner, rather than based on their actual performance. This lack of transparency can lead to feelings of uncertainty and distrust among employees, which can have a negative impact on their job satisfaction and engagement, and ultimately on the company's performance (Combs et al., 2018; Vo and Stanton, 2011) .

Despite the debate surrounding performance management practices in Pakistan, there is evidence to suggest that family-owned companies in the country are taking steps to address the issue of favoritism. For example, some family-owned companies in Pakistan are introducing more formal HR practices, such as performance management, to increase transparency and reduce perceptions of favoritism (Tanveer et al., 2011) . Other companies are introducing measures to ensure that family members and non-family employees are treated equally in the workplace, such as implementing fair and impartial promotion policies (Khan and Ahmad, 2021).

In conclusion, the results and outcomes can be summarized as follows:

The results were partly consistent and identified the primary components that improve performance awareness and commitment in Pakistan. First, research found that organizational climate of trust positively promotes western performance practices convergence. This is confirmed by both quantitative and qualitative data results. Participants stressed the adoption of best practice performance management components.

Secondly, trends uncovered in the interviews verified the results of the statistical analysis. Important results were then discussed, and HR managers' perspectives on pay-for-performance culture were found to be consistent with the hypothesis that the system fosters a culture favorable to the promotion of openness and objectivity.

Thirdly, research found that training and career feedback and organizational behavior in both types of organizations are positively related to western performance best practices. There was no significant impact of type of organization when measuring training and career feedback and organizational behavior and western best practices link. However, MNC subsidiaries did show stronger data point. Interpreting convergence for both these variables, however, slightly stronger values for MNCs. However, was strongly confirmed by interviewees from both organizations retrieved the substantial role training and organizational behaviour. This tends to show that employees value best practice / convergence of training and how employees should behave in the organisation.

Fourth, interestingly performance feedback and performance appraisal impact implementation there was no significant impact on western best practices. That might be due to lack of objective performance feedback and evaluation culture as highlighted in interviews, may result in organizations struggling with providing objective performance feedback to employees. This can be due to a lack of training and development for managers, as well as a general reluctance to provide negative feedback. This can result in a culture where feedback is not seen as helpful or constructive, leading to a lack of motivation and engagement among employees.

Additionally, it is important to highlight that transparency in performance appraisal evaluation and its significance is essential for ensuring the fairness and credibility of the process.

Finally, research found that compensation decisions and performance accountability behavior in both types of organizations are positively related to western performance best practices. There was a significant difference in impact with type of organization when measuring compensation decisions and performance accountability and western best practices link. However, not surprisingly, MNC subsidiaries did show statistically significant result indicating convergence of best practices in compensation decision yet surprisingly in-significant results for performance accountability indicating divergence from HQ policies. Furthermore, surprisingly, local family organisations did show statistically significant result for performance accountability indicating convergence of best practices, decision yet surprisingly in-significant results for performance accountability for MNC organisations indicating divergence from HQ policies.

Participants in this study observe an association between performance management practices in multinational corporations (MNCs) and family owned run companies operating in Pakistan, considering the diverse range of activities connected with performance management. However, there is evidence of convergence of MNCs lead performance management systems in Pakistani organisations. MNCs typically have more formal and structured performance management systems compared to family businesses in Pakistan. These systems are designed to promote objectivity, fairness, and transparency in the appraisal process, and are supported by technology and training. In comparison, performance management practices in family businesses in Pakistan tend to be less formal and structured, and often influenced by family dynamics. However, as family businesses seek to become more competitive and grow their operations, they are increasingly adopting best practices and systems from MNCs, including performance management practices. Studies have shown that family businesses in Pakistan are gradually moving towards more formal and structured performance management systems, similar to those used by MNCs. For example, one study found that family businesses in Pakistan are increasingly using technology to automate appraisal processes and reduce the potential for bias, similar to MNCs. Moreover, as family businesses in Pakistan seek to attract and retain talented employees, they are recognizing the importance of providing regular feedback and support through performance management practices. In this context, family businesses are adopting practices such as regular performance appraisals, goal setting, and professional development plans, similar to those used by MNCs. There is a growing convergence of MNC lead performance management systems in Pakistani family businesses. Family businesses are recognizing the importance of structured performance management

systems for attracting and retaining talent, promoting objectivity and fairness, and supporting decision-making processes. As family businesses adopt these practices, it is likely that the performance management practices in family businesses will become increasingly similar to those used by MNCs in Pakistan.

However, my study argues that in Pakistan, PLC organisations are not interested in letting go of control and decision-making, resulting in unsuccessful attempts over the last 40 years to bring structure and governance to family organisations. This reluctance to surrender control and decision-making authority has been a key barrier in successful adoption of performance management practices in family organisations in Pakistan. Despite repeated efforts to bring more structure and governance to family organisations, these attempts have not been successful, due to the resistance of family members to relinquish control and decision-making power.

The study suggests that the family dynamics in Pakistan family organisations are a significant challenge to the implementation of performance management practices. Close personal relationships influenced by family members on business decisions can create biases in appraisal processes, leading to issues such as nepotism and favoritism, which can impact the morale and motivation of employees.

Despite these challenges, there is still hope for family organisations in Pakistan to adopt performance management practices. With the right support and training, family organisations can overcome their resistance to change and implement performance management practices that support the growth and success of their businesses. By adopting a more systematic approach to performance appraisal, involving external experts, and incorporating technology to automate appraisal processes, family organisations in Pakistan can overcome the challenges they face and improve their performance management practices.

The study provides a valuable perspective on the challenges faced by family organisations in Pakistan in adopting performance management practices. Despite resistance to change and challenges related to family dynamics, you argue that there is still hope for family organisations to adopt these practices and improve their performance. This study highlights the need for family organisations to embrace change and adopt best practices, such as performance management, to support the growth and success of their businesses.

The study argues that family businesses in Pakistan contribute to a corrupt society by resisting the implementation of formal performance management practices. Study articulated a major challenge that the close-knit family structure and the desire to maintain control and decision-

making power are significant barriers to the adoption of performance management practices in family businesses in Pakistan.

The study suggests that this resistance to change has led to an absence of transparency, accountability, and objectivity in performance appraisal processes, creating a culture of corruption. This can have a detrimental impact on the broader society and the economy, as it discourages innovation and talent from entering family businesses and perpetuates a cycle of poor performance and low competitiveness.

The believe that family businesses in Pakistan must adopt formal performance management practices if they wish to contribute to a more transparent, accountable, and fair society. By embracing change and implementing best practices, family businesses can ensure that performance appraisals are fair, objective, and based on merit, and not influenced by personal relationships or biases. This can help to create a more competitive and innovative business environment and support the growth and success of family businesses in Pakistan.

This study takes a critical perspective on the role of family businesses in perpetuating corruption in Pakistani society. Resistance to formal **performance** management practices has led to a lack of transparency and accountability and call for family businesses to adopt best practices to support the growth and success of their businesses and contribute to a more fair and competitive society.

6.5. Organisational Implications for theory, policy and practice

This research has focused on the application of western performance management practices (WPMP) convergence and/or divergence and challenges in underlying theoretical concepts, design and implementation. Therefore, is of importance to employees, managers, leaders and practitioners. Previous research has mostly concentrated on high performing work practices (HPWP) including performance appraisal, measurement and have only looked at a small sample of HRM practices (Biron et al., 2020; Ge and Zhao, 2018) . Whereas in this research a holistic focus of key components of performance management practices and their impact on organisation's business objective, goal alignment, performance feedback, pay for performance culture were reflected and investigated. Organisations can implement more holistic PM practices to promote transparency, objectivity and business goal alignment. However, when designing and/or implementing PM practices, managers should consider the limitations established by the internal organisational cultural norms. According to the results, managers need to be knowledgeable about the complexities of human resource management (HRM) and performance management (PM) since employees have different levels of expertise and experience. In order to address the disconnect between employees' expectations regarding

performance management practices and their actual implementation, this study could potentially help family owners and human professionals in demonstrating and illustrating to leadership and employees the intended objectives and anticipated outcomes of such practices, prior to their adoption. As opposed to being viewed as a routine yearly ritual, performance management practices should be understood and conceptualized as a strategic resource and facilitator of many operations of the business, particularly towards the firm's competitive alignment.

This study has the potential for assisting family business owners, HR managers, executives, and practitioners by bringing to light the nature of the relationship between performance management practices and organisational goal alignment. Instead of expecting that employees' expectations of HRM practices would be met, decision makers can proactively establish performance management guidelines through consultative approach. In addition, managers may also think about performance management policies and practices that facilitate identifying knowledge and capability shortages at individual, departmental and organisational level. According to research (Pulakos, 2019), organisations may suffer when performance management practices are unstructured. Organisational requirements and needs may also facilitate the introduction of performance culture and practices, the author argued.

Performance management practices can help employees meet organisational expectations and accomplish goals (Kellner et al., 2016), and research suggestions can provide benefits and recommendations for family business owners, HR and business leadership. A good performance culture takes time to establish, therefore focusing on the aspects that may help in their implementation will pay dividends. Increased openness and cooperation between management and staff (Den Hartog et al., 2013) is also advocated. Improving performance management system (PMS) results requires addressing PMS practices as well as the support and skills necessary for task execution (Murphy, 2019; Aguiñe, 2015). Since MNC and family business executives are responsible for a significant amount of the market's local economic effect, the study's findings might prove valuable to them (Adil, 2014). Therefore, it is essential for workers in MNCs and family organisations to have a varied set of skills and knowledge of PMS practices, as this may increase their contribution to market competitiveness and economic progress.

According to the literature (Pulakos 2019, Murphy 2015), the execution of performance management is a complicated process with significant degrees of uncertainty. Because of the variety of challenges that might arise during performance management implementation, this study proposes that practitioners think about a greater variety of solutions. Given the link

between performance management and organisational performance, it is important to use lessons learned from actual implementation to zero in on human resource management techniques that might be useful in increasing chances of successful implementation. As a result, it is important to give considerable thought to how to differentiate between the intended effect and outcome of performance management activities and desirable actions.

The relationship between performance management practices where they converge and/or diverge is multidimensional. Therefore, managers need to spend more time, knowledge, and thought on individual and organisational performance goal alignment. Organisations and managers should evaluate the role of mediating they can play to ensure appropriate understanding at all levels of organisation. Organisations can also benefit from other market players' past experiences and lessons learnt, especially when adopting best practices in MNC or family-owned-run organisations adapting them. This may broaden exposure and allow them to access unique skills, knowledge, tactics, experience, and resources.

6.6. Theoretical and Practical Research Contributions

There has been a growing interest in research and application of performance management in the field of social sciences. However, the majority of the available research may be summed up as an examination of performance management in Anglo-Saxon society, being enforced universally. This research adopts an extensive viewpoint in examining performance management practices convergence and/or divergence and conducts a comparative comparison of these practices in MNC and family-owned run organisation in developing economies.

From the context of academic research in Pakistan on HRM and or PM there is a considerable gap in the literature in understanding performance management practices convergence and/or divergence, and implication on MNCs and family organisations in Pakistan regarding perceptions of western performance management practices that can enable and promote organisations competitive positioning. The researcher could only locate two studies published in tier one journals, addressing a small component of this study's scope. These are Khilji (2002) and Ahmed (2019). Accordingly, this research contributes to the literature on convergence , divergence and performance management. Additionally provides useful, beneficial and valuable insights in respect to MNCs and family-owned-run organizations.

6.6.1. Theoretical Contributions

This study has made significant theoretical contributions to the body of knowledge on convergence, divergence and performance management underlying theories in a cross section of industrial sector. This is achieved by highlighting the perception of western performance management to existing underlying theories of convergence – divergence and performance

management and knowledge about the perceptions of performance management (PM) factors shaping the industry. The most significant contributions from the research are as follows:

- a. In the initial phase of this research, the study presents a theoretical research model with the objective of establishing associations between performance management practices (PMS), perceptions of Western performance management practices (WPMP), and organizational performance. The proposed model encompasses critical causal constructs and investigates the potential mediating/moderating influence of ownership types (Multinational Corporations (MNC and/or Family-owned-run companies (PLC) family-owned entities) within these relationships. The findings, derived through the application of structural equation modeling, provide substantial empirical support for the postulated relationships. The study demonstrates a predominantly positive connection between performance management system (PMS) practices and perceptions of Western performance management practices (WPMP), these factors, in turn, are expected to have a positive impact towards the achievement of organisational goals. It is noteworthy, however, that the performance appraisal construct exhibits an inverse relationship with Western performance management practices (WPMP).
- b. The research results suggest that enhancing Western performance management practices (WPMP) could potentially enhance organizational performance. Furthermore, the implementation of performance management systems (PMS) has the potential to improve organizational performance through the mediating influence of organizational ownership. Therefore, the empirical outcomes of this research make a distinctive contribution to the advancement of theories concerning convergence-divergence in performance management. Specifically, this research extends existing theories such as goal setting, feedback, contingency, convergence, institutionalization, context, and cultural theories within the context of family-owned businesses operating in emerging economies. This approach highlights a novel phenomenon referred to as the 'Seth-Culture-Feudal mindset,' which serves to challenge and invalidate several elements associated with convergence, divergence, the institutional environment, and cultural characteristics.
- c. This research provides evidence in favour of the acknowledgement of a convergence-divergence hybrid approach. This approach argues that the successful application of performance management systems is contingent upon the ability to adapt to the unique cultural and environmental characteristics inside a particular setting, as well as implementing universally recognised "best practices" that can enhance organisational performance regardless of the context. The research findings shed light on the

distinctive operational systems observed in the Family-owned-run Companies (PLCs) and Multinational Corporations (MNCs) under examination. These differences can be accredited to the cultural, customary, and traditional distinctions that distinguish the environment from Anglo-Saxon western benchmarks. This study proposes to expand and make a contribution to the academic discussion launched by Khilji (2002), which was based on the theoretical framework of convergence and divergence first presented by Mcgaughey and Cieri (1999).

- d. Performance management systems (PMS) may not completely reach their potential because to cultural restrictions, such as a Seth feudal attitude, and misinterpretation of management values and concepts. As indicated by our data, PLC and MNC evaluation purposes and understandings may lead to implementation resistance. Friction arises when these stakeholders' value structures goal setting, equity, expectation, institutionalisation, and isomorphic pressures—collide. Thus, performance management may adopt new convergence divergence models that account for organisational cultures.
- e. The study also provides empirical support for the fundamental importance of performance management practices in the attainment of organizational objectives and outcomes. The significance of this assertion lies in the establishment of connections between the performance targets set for individuals, sections, divisions, and the overarching organizational performance goals, which are universally recognized as pivotal for enhancing competitiveness and overall effectiveness. It is imperative to investigate employee viewpoints regarding policies, particularly those pertaining to Performance Management (PM), which have the potential to influence organizational achievements significantly. This perspective aligns with the conclusions drawn by Khilji and Wang (2006), Aguinis (2013), Dorsey and Mueller-Hanson (2017), and Pulakos et al. (2015) in accordance with the findings of their respective research endeavors.
- f. This study makes a unique academic contribution by recognising and compiling a comprehensive list of variables that influence performance management (PM) implementation and employee perception of Western-dominated PM methods and practices. With no literature on the causal relationships between performance management construct components, acting as independent variables, and the dependent variable, Western performance management practices, is important. Comparing MNC's with family-owned businesses in developing nations and examining the moderator function highlights this gap in the literature. Thus, our study differs from current theoretical frameworks and introduces new research opportunities. Additionally, this

study makes a unique theoretical contribution building on those studies, author is aware of those studies that exist, mainly focus on a much smaller sample size while generally commenting on high performing work practices (HPWP) the majority focus on one or two industries and none focused on the cross-sectional industrial setting covering comparative causal analysis of performance management systems in MNC and family-owned-run organisations, causal and mediating relationship.

- g. This research emphasizes that prior research on performance management has advocated for the adoption of convergence divergence and/or hybrid practices in both letter and spirit but has not considered the comprehensive view of performance management practices in this regional context with such mixed method research methodology. The researcher's goal is to contribute to the literature by analysing the role of performance management practices in enhancing organisational culture and competitive positioning in MNCs and Family-Owned Businesses.
- h. The research differs from others in that it examines the impact of performance management practices on employees' understanding of and participation in a performance culture at both the micro and macro levels. This study's unique contributions come from its focus on both the inter-organizational dynamics between MNCs and family-owned-run businesses, as well as the cultural obstacles to implementing such a practice in developing economies. Researchers have shown that the gap between organisation's perceptions of these practices, their stated goals for implementing them, and the actual outcomes might be a barrier to establishing an objective performance management system.
- i. This study makes a unique contribution by developing scales for assessing key components of performance management practices underlying theories. Important but previously unstudied factors have been represented using scales devised for this study. Furthermore, all of these measures had acceptable reliability values, which suggests that they accurately represented and reflected PMS practices and may be utilised in future research.
- j. This research reveals a unique "Seth culture" in family-owned-run organization that undermines related convergence, divergence, institutionalization and performance management underlying theories. Hence, providing a unique opportunity for further advancement of sophisticated convergence divergence of PMS practices in place in some areas. However, "Seth manager" mindset / behaviors have been found in MNC's operating in Pakistan, questioning total lapse of performance management and convergence divergence theories in Pakistan being replaced by nepotism, power centered feudal mindset, amongst managers in MNCs and owners of the firm in family

run firms respectively. The author argues a subculture institutional definition to family-owned run firm in Pakistan which overrides any other law or institutions.

- k. The study examines industry-level practices that may align or differ from global best practices. We suggest that family-owned industrial sector-specific practices that have converged or diverged create sector performance directly proportionate to family owner mindset. These findings apply to convergence-divergence discussed theories and performance management practice. Our study demonstrates that performance management practice convergence or divergence (S.K. Mishra and S.S. Sohani 2020) does not guarantee success. The debate argued that practices are significantly embedded in culture and circumstance. Academics and institutions should define “Seth mindset” as a set of factors that contribute to understanding this paradigm.
- l. The research focused and highlighted the "Seth Feudal Mindset" in Pakistan, where family owners exercise control over all aspects of firm decision-making, can indeed provide valuable theoretical contributions to several areas in HR management and beyond. According to institutional theory, organizations become isomorphic, or increasingly similar, under common coercive, normative, and mimetic pressures. This research findings suggested, despite other institutional pressures, the predominant influence of family owners could lead to a unique form of coercive isomorphism, where firms, to comply with internal powerful influences, mirror tactics and practices driven primarily by these key decision-makers. This showcases the strength of local cultural and social factors in shaping business practices. Whereas Performance Management practices and Theories such as goal setting, feedback theory, universalist , and contingency HR theories largely depend on certain accepted practices - like the empowerment of employees, merit-based evaluations, transparency in goal-settings, and more. However, under the "Seth Culture" mindset, these practices may be overridden, rendering these theories insufficient in this context. It underlines the contingency perspective and emphasizes that HR practices should be highly contextual. Similarly, High levels of corruption and lack of accountability, especially within family-owned firms in developing economies, further strain the application of universal HR practices and theories. It reveals a side of the organization where power dynamics, rather than established management principles, dictate the course of action. This challenges current management literature and calls for a stronger focus on ethical, sociological, and power aspects in studying organizations. Overall, "Seth Feudal Mindset" concept enhances understanding of institutional theory and convergence/divergence theory by emphasizing the importance of considering specific cultural, societal, and power dynamics. It also provides a critical perspective toward

standard performance management practices and theories and highlights the need to consider variations in socio-cultural norms, power dynamics, and degrees of corruption when implementing HR practices in different contexts.

6.6.2. Contributions for Practice and Policy

In contributing to practice and policy, this study examined the influence of performance management practices from an organisational vantage point, taking into consideration the function of open performance management and the degree of performance-mindedness in terms of openness and accountability. To our knowledge, no research has used a mixed-methods approach to assess the effect and obstacles to performance management practices inside these two distinct kinds of companies (MNCs and family-run businesses). The findings of this study also aid managers and businesses by shedding light on how they may improve performance management via the use of alternative methods of measuring and evaluating employee effort. This research demonstrates the value and impact of a performance management system that is well-defined, open, and responsible. In researching the effects of performance management, the research has taken into account the organisational perspective. This research took into consideration issues of accountability and transparency.

This study also contributes by examining the role of different types of organizations, such as MNC subsidiaries and local family-owned businesses, in their response to performance management practices policy design and implementation. The study aims to investigate the differences in response and perception of performance management practices across these organisations. The results show that performance management practices have varying impacts and interpretations based on the type of organization. This contribution aims to broaden the perception of the relationship between performance management and market positioning by considering the nature of the organisation and its implementation of performance management practices. By taking an inclusive methodological approach to analyzing the relationship between the different components of performance management, the study offers a more complete picture of the topic.

Finally, previous studies on performance management have mainly focused on developed countries mainly Anglo-Saxon. However, this study does not limit its scope to a specific context and does not aim to make any contextual contributions. Instead, the study aims to construct a conceptual model that outlines how various performance management practices, such as implementation practices, can influence the regional performance culture and an organization's understanding of performance management.

6.7. Recommendations for Future Research

Several possible directions for additional research might be suggested in considering this research's implications and contribution. Future research opportunities may be derived from the research's rationale, scope, challenges, and conclusions.

In order to construct a theoretical framework for the potential impact of performance management practices on culture, leadership, motivation and commitment, the research sought to examine the connection between PM practices and employees' awareness and commitment to performance goals. However, the study did focus exclusively on the impact of Pakistani PM practices on or the mechanism of the relationship between such practices in Pakistan, based on the type of organisation. Human resource management and specific performance management practices based on contextual contribution might be the subject of future study.

Further research into the link between HRM practices and performance, including the influence of mediating variables, is required for the future. It would be interesting to investigate how HRM practices influence performance after accounting for moderating factors like performance feedback, cultural norms, career discussions, training and total rewards strategies in future studies.

Future research is encouraged to replicate this study on a larger scale and in a variety of distinct industries and companies to strengthen the findings of this study and potentially uncover new insights into the HRM-PM and People-Performance link in local and global context.

It is important to investigate how employees' understanding and impressions of PM practices affect their enhanced focus on goals for performance. Research that attempts to close the gap between employee perceptions and managers' actual expectations of PM practices is also important.

It is suggested that more organisational features scales be developed. In this study, we examined how to quantify the organisational culture by examining only a few key variables. Additional aspects of an organisation's work environment may be investigated in future studies.

The emphasis of this study was on PM. Furthermore, the effects of soft vs hard PM practices, as well as best fit versus best practice approaches to PM, might be investigated in the future. These efforts might highlight additional cultural elements that may have contributed to the findings of the present study and improve our knowledge of the connection between HRM practices and PM.

According to the findings, these suggestions for future study may be incorporated into a more basic orientation that can aid future studies. In addition to the aforementioned recommendations, the study also poses the following issue for more study. What role, if any,

do mediating elements play between PM and organisational commitment, such as culture, nepotism, employee involvement, usage of personal networks, goal dedication, and so on? If we compare the research on the direct influence of PM practices on organisational performance with an assessment of that mediating function, which would provide greater consistency and significant variables? Given this, would certain divisions have a greater impact on overall company success than others?

6.8. Research Limitations

The following are a few limitations that may be useful in future research. However, my research provided many useful conclusions, contributions, and suggestions for further study that have been created by the research described in this chapter.

6.8.1. Confidentiality Challenge

Those in charge of HR at both kinds of businesses were interviewed for the qualitative section.

Although concerns about anonymity and confidentiality were addressed before each interview, it is assumed that their reluctance to open up was due to fears of retaliation. Managers' tendency towards sweeping generalizations presented a challenge for this study, despite the fact that the questions had been crafted to be open rather than closed or leading to predetermined answer choices (like those found in multiple-choice surveys).

6.8.2. Sector Dominance

Finally, the performance management practices of MNC affiliates and family-owned managed businesses in the Pakistani environment were the primary focus of the study's research. Only businesses in the private sector were eligible to participate. Organisations in the public sector, which may have a distinct dynamic, were left out of the study. This meant that we could only study the effects of performance management in for-profit businesses. We may have a deeper grasp of the performance management convergence divergence argument if we consider the possibility that certain insignificant characteristics are meaningful for other kinds of public organisations. Due to the underlying complexity of the process, our knowledge of the convergence and/or divergence of Western performance management practices may have been impaired by the fact that the study scope was not confined to a single cross-section of the industry. Better insights and knowledge of the nature of performance management practices and challenges may be obtained by narrowing the scope to a certain sector or industry and collecting more responses.

6.9. Personal Reflections

In conclusion, my PhD journey has been a transformative and enriching experience. The process of conducting research, analyzing data, and writing a thesis has provided me with a

wealth of knowledge and understanding in the field of business and management studies. Throughout this journey, I have encountered various challenges and obstacles, which have tested my resolve and pushed me to strive for excellence. Despite these difficulties, I have endured and developed a deeper appreciation for the complexities and nuances of the field.

One of the most significant challenges that I faced during my PhD was the relocation that I had to undertake in order to pursue my studies. This required me to adapt to a new environment, forge new relationships, and balance the demands of my academic pursuits with the responsibilities of daily life. Despite the difficulties that I encountered, I was able to leverage my experiences and leverage them to enrich my research and deepen my understanding of the field.

Another challenge that I faced during my PhD was the pressure to produce high-quality research that would stand up to the rigors of peer review. This required me to be diligent and meticulous in my approach, and to develop a deep understanding of the literature and theories that underpinned my research. Through these efforts, I was able to produce a thesis that was both rigorous and innovative, and that contributed new insights and perspectives to the field.

At the same time, my PhD journey has also been a rewarding and enriching experience. The process of conducting research has allowed me to delve deeper into the complexities of business and management, and to gain a more nuanced and holistic understanding of the field. Additionally, the relationships that I have developed with my peers, professors, and colleagues have been invaluable, and have opened new doors for me in terms of both personal and professional growth.

Additionally, my PhD journey has been an incredible experience filled with numerous learnings, challenges, including three major work relocation cross countries and continents. I am grateful for the opportunity to have pursued this degree under the supervision of Professor David Spicer, who accepted me into the program and provided invaluable guidance throughout my research. I also extend my heartfelt gratitude to Dr. Francine Morris for being a constant source of inspiration and motivation. I will always be thankful for Dr. David Beech who taught me Structural Equation Modelling and AMOS, which were critical components of my research.

Ultimately, my PhD journey has taught me many important lessons about the importance of hard work, persistence, and resilience. I have learned that success requires dedication, perseverance, and the ability to embrace challenges and overcome obstacles. I have also gained a deeper appreciation for the value of collaboration, and the importance of seeking out new perspectives and learning from others.

In conclusion, I am proud of the work that I have produced during my PhD journey, and I am grateful for the experiences and opportunities that have come my way. I believe that my thesis represents a significant contribution to the field of business and management studies, and that it will continue to inform and inspire others for years to come. I am confident that the skills, knowledge, and experiences that I have gained during my PhD journey will serve me well in the future, and that I will continue to make meaningful contributions to the field for years to come.

The knowledge and skills I have acquired throughout my PhD journey have significantly expanded my understanding of human resource and performance management practices. I now have a deeper understanding of the responsibilities and opportunities that come with a more logical and capable way of thinking.

I would like to express my sincere thanks to my family, friends, and colleagues for their unwavering support, encouragement, and understanding. Without their support, this journey would not have been possible. I am proud of what I have accomplished and am excited to continue my journey in this field, using the knowledge and skills I have gained through this experience.

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Appendix A: Introductory Letter to Organisations SAQ

Date: xxxxxxxxxxxx



Dear Participant:

My name is **Ahsan Qureshi** and I am a doctoral **student at Salford Business School, The University of Salford, Manchester**. My research compares **performance management practices in multinational and domestic organizations in Pakistan**.

I have identified your organisation as a potential research participant. I would like to assure you that participation is strictly voluntary and all individual and organizational data will be anonymised to prevent identification. Confidentiality is a priority for me as researcher and the ethical standards laid down by the University of Salford are very strict. In order to ensure confidentiality, questions relating to your identity such as name, line manager, department and organization have been excluded.

If you agree to support my research you will of course be able to withdraw at any point in the process by sending an email to my address below.

Please share the link within your organisation, to assist me in my online self-assessment questionnaire which will take approximately 15 to 20 minutes to complete.

<https://salford.onlinesurveys.ac.uk/performance-management-in-pakistan-convergence-divergence>

Should you choose to participate in this project, kindly answer all questions online by _____. I will be following up this letter with a telephone call or email, so that I can address any queries you may have.

Completion and return of the questionnaire will indicate your consent & willingness to participate in my study. The information provided by you in this questionnaire will be used for research purposes only. It will not be used in a manner which would allow identification of your individual responses. If you require additional information or have questions, please contact me at the number listed below.

Should you have any feedback, questions or suggestions on the questions that may assist me in improving the final questionnaire would be much appreciated. Please feel free to add your comments.

Thank you for taking the time to assist me in my educational endeavours.

Sincerely,

Ahsan Qureshi Email: a.q.qureshi@edu.salford.ac.uk

Appendix B: Introductory Letter to Individuals SAQ
(Pilot)



Date: xxxxxxxxxxxx

Dear Participant:

My name is **Ahsan Qureshi** and I am a doctoral **student at Salford Business School, The University of Salford, Manchester**. My research compares **performance management practices in multinational and domestic organizations in Pakistan**.

I have identified you as a potential research participant in the pilot survey. I would like to assure you that participation is strictly voluntary and all individual and organizational data will be anonymised to prevent identification. Confidentiality is a priority for me as researcher and the ethical standards laid down by the University of Salford are very strict. In order to ensure confidentiality, questions relating to your identity such as name, line manager, department and organization have been excluded.

If you agree to support my research you will of course be able to withdraw at any point in the process by sending an email to my address below.

Kindly follow the link to assist me in my online self-assessment questionnaire which will take approximately 15 to 20 minutes to complete. <https://salford.onlinesurveys.ac.uk/performance-management-in-pakistan-convergence-divergence>

Should you choose to participate in this project, kindly answer all questions online by 10 March 2019. I will be following up this letter with a telephone call or email, so that I can address any queries you may have.

Completion and return of the questionnaire will indicate your consent & willingness to participate in my study. The information provided by you in this questionnaire will be used for research purposes only. It will not be used in a manner which would allow identification of your individual responses. If you require additional information or have questions, please contact me at the number listed below.

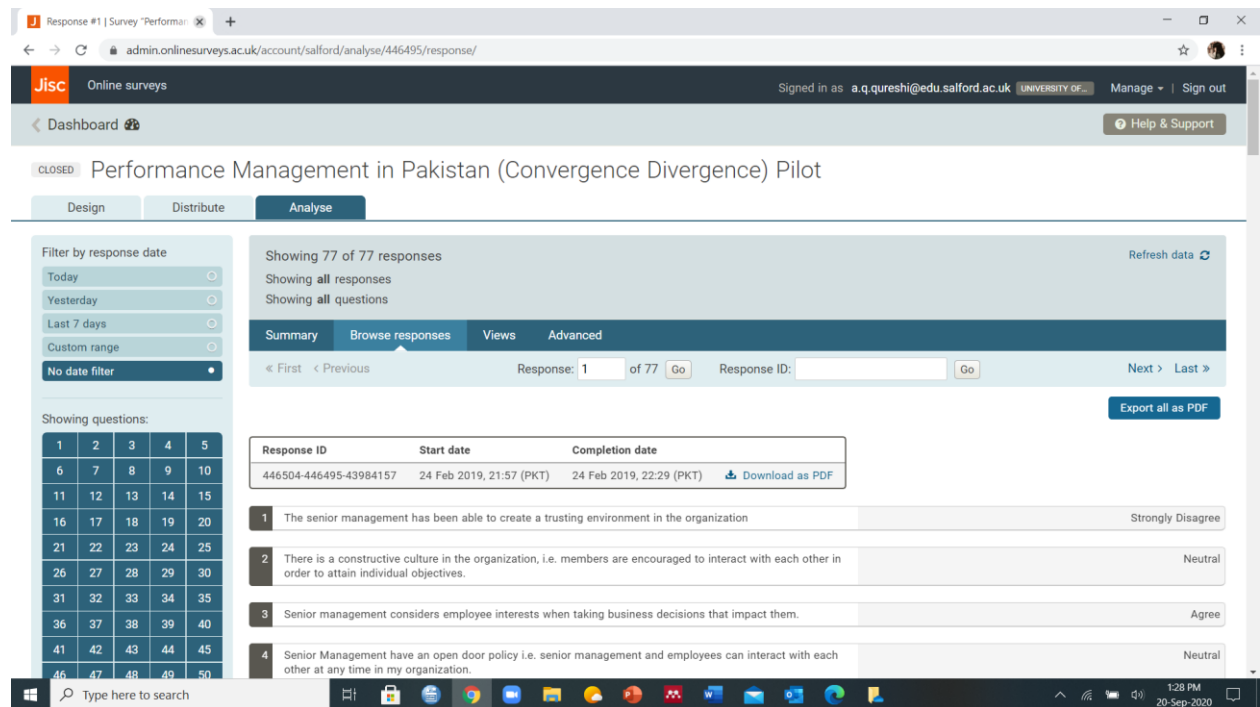
Should you have any feedback, questions or suggestions on the questions that may assist me in improving the final questionnaire would be much appreciated. Please feel free to add your comments.

Thank you for taking the time to assist me in my educational endeavours.

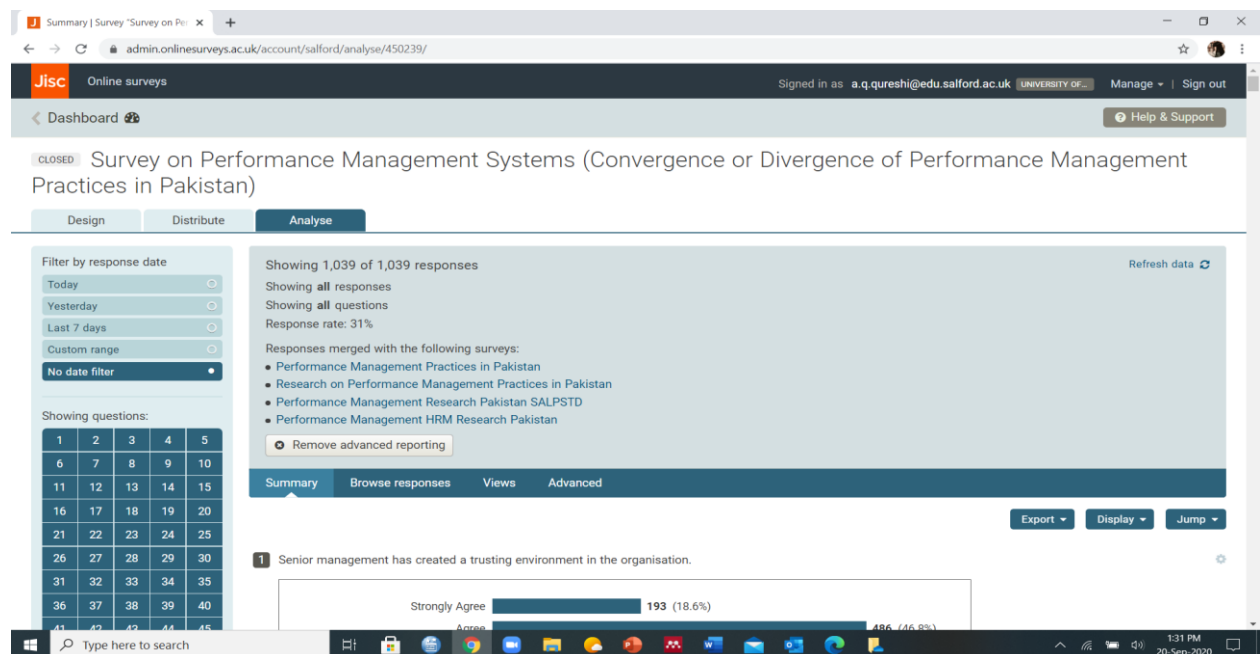
Sincerely,

Ahsan Qureshi Email: a.q.qureshi@edu.salford.ac.uk

Appendix C: Screen shoot Jisc Online tool Pilot SAQ (77 Responses)



Appendix D: Screen shoot Jisc Online tool FINAL SAQ (1039 Responses)



Appendix E: Introductory Letter to Individuals SAQ

(Final)



Date: xxxxxxxxxxxx

Dear Participant:

My name is **Ahsan Qureshi** and I am a doctoral **student at Salford Business School, The University of Salford, Manchester**. My research compares **performance management practices in multinational and domestic organizations in Pakistan**.

I have identified you as a potential research participant in the survey. I would like to assure you that participation is strictly voluntary and all individual and organizational data will be anonymised to prevent identification. Confidentiality is a priority for me as researcher and the ethical standards laid down by the University of Salford are very strict. In order to ensure confidentiality, questions relating to your identity such as name, line manager, department and organization have been excluded.

If you agree to support my research you will of course be able to withdraw at any point in the process by sending an email to my address below.

Kindly follow the link to assist me in my online self-assessment questionnaire which will take approximately 15 to 20 minutes to complete. <https://salford.onlinesurveys.ac.uk/performance-management-in-pakistan-convergence-divergence>

Should you choose to participate in this project, kindly answer all questions online by 10th March 2019. I will be following up this letter with a telephone call or email, so that I can address any queries you may have.

Completion and return of the questionnaire will indicate your consent & willingness to participate in my study. The information provided by you in this questionnaire will be used for research purposes only. It will not be used in a manner which would allow identification of your individual responses. If you require additional information or have questions, please contact me at the number listed below.

Should you have any feedback, questions or suggestions on the questions that may assist me in improving the final questionnaire would be much appreciated. Please feel free to add your comments.

Thank you for taking the time to assist me in my educational endeavours.

Sincerely,

Ahsan Qureshi Email: a.q.qureshi@edu.salford.ac.uk

Appendix F: Introductory Letter for Interview (Final)



Date: xxxxxxxxxxxx

Dear Participant:

My name is **Ahsan Qureshi** and I am a doctoral student at **Salford Business School, The University of Salford, Manchester**. My research compares **performance management practices in multinational and domestic organizations in Pakistan**.

I have identified you as a potential research participant in my research. I would like to assure you that participation is strictly voluntary and all individual and organizational data will be anonymised to prevent identification. Confidentiality is a priority for me as researcher and the ethical standards laid down by the University of Salford are very strict. In order to ensure confidentiality, questions relating to your identity such as name, line manager, department and organization have been excluded.

If you agree to support my research you will of course be able to withdraw at any point in the process by sending an email to my address below.

Kindly follow the link to assist me in scheduling interview meeting. The interview will take approximately 30 to 40 minutes for discussion. Link: Zoon.com/ahsanQureshi/SalfordUniversity.

I will be following up this letter with a telephone call or email, so that I can address any queries you may have.

The information provided by you during the interview will be used for research purposes only. It will not be used in a manner which would allow identification of your individual responses. If you require additional information or have questions, please contact me at the number listed below.

Should you have any feedback, questions or suggestions on the questions that may assist me in improving the final questionnaire would be much appreciated. Please feel free to add your comments.

Thank you for taking the time to assist me in my educational endeavours.

Sincerely,

Ahsan Qureshi

Email: a.q.qureshi@edu.salford.ac.uk

Appendix G: Sample interview questions: the questions below are a sample as a guide

1. What is your job in the organisation?

2. How are your job objectives set?

3. How are your job objectives linked to your organisation's objectives?

4. How do you define the behaviours that are important in your organisation?

5. How is your performance managed during the year?

a. Do you have specific targets to achieve?

b. What would happen when you achieve these targets? Do you get rewarded?

6. In your opinion is the PM system in your organisation open and fair?

7. What are some of the positives in your PM practices?

8. How do you define challenges and or barriers in your organisations PM practices?

a. Does the culture make you consistently want to give the best output?

9. Over the last years has the performance management process changed?

a. What are your views about how performance management systems work?

b. How can PM system establish performance pay culture? Is it good or bad?

10. If you were responsible for the performance management system:

a. What would you change about the process?

b. What would you not change about the process?

11. Do you think the PMS practices and systems in place is fair and unbiased in people evaluation?

12. If you are an MNC the PM practices and systems in your company 100% follow Head-office PM practices? Let's discuss in detail your views and recommendations if any.

13. If you are a local company, how have you established PM practices and system in your organisation. Let's discuss in detail your views and recommendations if any.

Appendix H: Sample responses Interview Questions

What is your job in the organisation?

Group HRD xxxxxxxx Group

How are your job objectives set?

At FG, PMP is derived from Annual Operating Plan (AOP). CEO objectives are aligned with him at the beginning of the year in Business and People Categories. HRD objectives are derived from Line Manager's (CEOs) objectives.

Objectives at FG are set in two major categories using FAST objective setting methodology: 1) Business Objectives and 2) People Objectives. Each category contains its weightages as per grades / tiers within Org. For leadership positions the mix is equal (50:50), whereas, for Mgrs. / Sr. Mgrs. Its 70:30 and for Individual Contributors the mix is of 80:20. People Objectives are broadly fixed and employees personalize those from the menu at all tiers, however, Business Objectives are set as per the Business Plan for the Fiscal Year.

How your job objectives are linked to your organisation's objectives?

We have a vision for 2025 by the name of FG2K25 Strategy. Every year, in the 4th quarter, a detailed exercise is kicked off to develop an Annual Operating Plan (AOP) for the next year. This AOP contains the key strategic bets to achieve in the coming year and tabulated using Balanced Score Card (BSC) method. These key strategic bets of AOP are linked with FG2K25 Strategy. The key strategic bets are assigned to every Division Head (DH) as sole or shared responsibility and individual DH AOP (performance score card) is developed which serves the basis of setting objectives down the line in the entire Org.

How do you define the behaviours that are important in your organisation?

Our employee's behaviours are driven out of our Core Values, compliance / adherence to which are reinforced and tested through various People Initiatives set in the People Objectives section of our Performance Management Process (PMP)

How is your performance managed during the year?

Do you have specific targets to achieve? A: Yes

What would happen when you achieve these targets? Do you get rewarded? A: a performance rating is assigned using 1-5 scale against each set objective. These ratings serve the basis for Performance Based Differentiated Reward Disbursement at FG

In your opinion is the PM system in your organisation open and fair? Yes, there is robust process put in place for Employee, Line Manager & DH to review, deliberate and finalize the

performance of an individual throughout the year. HRBP & Total Rewards act as enablers and compliance auditors of the process to ensure openness and fair play.

What are some of the positives in your PM practices?

- 1) It is linked with the overall Strategy ensuring Org. Long Term perspective is safeguarded.
- 2) Cascaded from Top, hence, enabling clear line of sight down the hierarchies with Org.
- 3) Has equal focus on Business and People & Org Development
- 4) Uses Online Oracle Tool to enter, process and retrieve critical employee data for effective decision making.
- 5) Open, transparent and ownership are critical success factors of FG PMP

How do you define challenges and or barriers in your organisations PM practices? Does the culture make you consistently want to give the best output? Current FG PMP is a newly developed process and FY 2020 is its first year of implementation. The process is developed with utmost care and deliberation at FG's Leadership Level and all the challenges and barriers at the outset are mitigated and managed adequately. The process was developed over period of one years of research, deliberation and testing. Therefore, the philosophical or policy related challenges are well addressed during the time of PMP development. Implementation phase is tricky and cumbersome especially when new PMP is shaping up our cultural aspect of Org. immensely. So far robust approaches including education, training, skill building and improved ownership are being used and going so far so good. Answering the sub question a, yes culture at FG is emerging as such which makes people to consistently give their best.

Over the last years has the performance management process changed?

What are your views about how performance management systems works? **How can PM system establish performance pay culture? Is it good or bad?** Answer to a: already addressed above. Pls refer question 2, 3, & 4 , **Answer to b:** the out-put performance ratings serve the input for managing rewards as part of Annual Salary Program (ASP). These ratings are further allocated differentiated percentages for increments and Bonus Multiples of Salaries. Higher the performance rating, higher the performance based differentiated rewards. And yes, if the Org. Value / Culture has a feature of Performance Based Differentiation, then “performance pay culture” is good. The underlying idea is to link it with overall Org. Rewards Strategy.

If you were responsible for the performance management system: What would you change about the process? What would you not change about the process?

Answer to a: 1) should be linked to the bigger picture, 2) ensures internal compliance, 3) brings in transparency and culture of fair play, 4) acts as catalyst of change for taking Org. state A to

B, 5) serves as the basis for Performance Based Differentiation. **Answer to b:** Performance Based Differentiated Rewards and its Linkage with the overall Org. Strategy

Do you think the PMS practices and systems in place is fair and unbiased in people evaluation? Yes, with the revamped PMP at FG, I am confident it would help Org. achieve the above two points of your question.

PM practices and systems in your company are 100% followed by Head-office. Yes/No Yes

Appendix I: Sample Two Interview Questions

Main Question	Items
To what extent do you think PM is important for your organisation?	<i>A-How is PM process is structured in your organisation? B-What are some of the steps of PM your organisation follows?</i>
To what extent does your company believe in PM?	<i>A- How would you describe your company's approach towards PM? B- What does your company do to promote Performance culture?</i>
HRM and Performance Management	<i>A- What PM practices do you adopt to promote performance?</i>
PM and Organisational Culture	<i>A- Do you think that PM practices are affected by your organisational culture? B- Can you identify whether PM structure or practices are effective in promoting performance culture?</i>
Can you identify the barriers to	<i>A- Effective performance management B- B- Pay for performance culture?</i>
Can you identify the promoters (enablers) of	<i>A- Effective performance management B- B- Pay for performance culture?</i>